



President's Message -

Client's Voice: ICF Global Coaching Client Study Results

Results of the recent *ICF Global Coaching Client Study* are in - professional coaching is having a tremendous impact on individuals and businesses around the world. In the coaching industry we have experienced the impact of coaching first hand for some time. It is affirming to know that the research supports this.

The *ICF Global Coaching Client Study*, conducted by PricewaterhouseCoopers (PwC) and Association Resource Centre Inc., collected input from over 2,100 coaching clients in 64 countries.

A few high points:

The client research showed favorable results for coaching all over the world.

- The vast majority (82.7 percent) of individuals who have experienced professional coaching are "very satisfied" with their coaching experience.
- An overwhelming number of clients (96.2 percent) report that they would repeat their coaching experience, given the same circumstances.

The impressively high satisfaction rating for professional coaching correlates with a significant return on investment (ROI) for companies and individuals who use coaching.

- Global survey results show the median company return was 700 percent, or seven times the initial investment.
- Individuals for whom ROI could be calculated (68 percent

personally funded and 86 percent company funded) reported that their return was at least 100 percent of their initial investment in coaching.

These findings really are cause for celebration. And it is important that we share what our research tells us about the demonstrated value of coaching. **Karen Tweedie, PCC** In times of great uncertainty, our **ICF President** clients will benefit from knowing that continuing to invest in coaching is a wise decision and our research results make that decision easier.



The results of the study tell us many things:

- What do our clients think about us and our coaching performance?
- What are the areas in which we excel?
- What are the areas in which we can improve?

The research provides many insights into how we can best promote our industry, attract the clients who will most benefit from coaching and grow businesses around the world.

Continued on page 15.

Table of Contents

| | | | |
|--|----------|--|-----------|
| A Time for Renewal | 2 | ICF Code of Ethics and ECR Process Updates | 8 |
| It's <i>Your</i> Turn to Ask the Board | 2 | A Strategic Guide to Shopping Cart Success | 8 |
| Credential Renewal Update | 2 | The Wind from the East by Takeshi Shimamura and Nao Konishi | 9 |
| Basic Marketing Metrics to Keep You on Track with Your Business by Steve Mitten | 3 | ICF in the Media | 10 |
| Upcoming ICF Virtual Education Programs | 4 | Want to be a 2009 ICF Conference Speaker? | 10 |
| ICF and ISO Update | 5 | Develop Yourself; Develop Your Chapter | 11 |
| Court Opinion Decides Virginia Coach's Obligations to Report Suspected Child Abuse by Ed Modell | 6 | ICF Resource Partner List | 11 |
| International Coaching Week Successes | 7 | You can be a Guest Writer | 11 |
| ICF Marketing Tools Available | 7 | ICF Chapter News and Events | 12 |
| Coaching in China SIG Arrives by Christine Gao | 8 | 2009? A Future Awaiting Our Choice by Daniele Darmouni | 14 |
| | | Learn About the Road to an ICF Credential | 14 |



Gary E. Boyler
ICF Executive Director

Executive Director Notes - *A Time for Renewal*

The dictionary defines the word renewal as an opportunity for continuation, a time to replenish or a period of reaffirmation.

It is now that point in the year when ICF members have the ability to maintain their membership in the premier global coaching organization, a true community of passionate individuals committed to advancing the art, science and practice of professional coaching.

With the current economic turmoil confronting all professions and industries, it is increasingly important for our membership to collectively advocate on behalf of the association's standards, credentials and code of ethics which clearly distinguish ICF coaches as those who embody skill, competence and expertise.

Simultaneously, the organization has an inherent responsibility to diligently continue enhancing the overall membership value equation.

In addition to the ever expanding member benefits, the ICF Board of Directors recently identified three strategic priorities for 2009 which will dramatically engage and impact our worldwide community. These include the following:

Develop and implement strategy to support, enhance and grow chapters worldwide, including focus on leadership skills, member acquisition, retention and overall accountability. Quite simply this means that a substantial amount of resources and concentrated work will be dedicated to concentrated enrichment of all existing ICF Chapters and those yet to be formulated. Chapters are an integral means of connecting members of our community on a local level and ensuring their professional development. It will benefit the entire membership and empower professional champions of coaching around the world.

Develop a strong brand strategy for the ICF. For all members, this means that a cohesive, compelling ICF brand will be developed to further strengthen the association and far reaching awareness of the coaching industry while creating increased recognition of your status as an ICF member or credentialed member.

Acquire ISO compliance for credentialing-ISO17024:2003. An enhanced credentialing program that uses ISO standards as a framework will underscore its global credibility and provide more far reaching value, truly represent a cutting edge, competitive and robust system capable of handling ever growing demand and ensure consistent operation utilizing globally recognized standards for objectivity, validity, reliability, and security. An endeavor of immense organizational benefit.

Please take a few moments to renew your ICF membership today at Coachfederation.org.

Together, as a vibrant, recognized and effective community, our strong, clear, unified voice can continue shaping the future of a borderless coaching profession and underscoring its positive impact on society.

This time of renewal calls for strategic introspection, marshalling of our global resources and vigorously intensifying collective, professionally advantageous pursuits as ICF members.

I look forward to welcoming all of you to another year of continued, meaningful and beneficial affiliation with the ICF.

Cordially,
Gary E. Boyler
Executive Director

It's Your Turn to 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.

Credential Renewal Update

ICF received approximately 500 applications from credential holders wishing to renew their ICF Credential, which expired on December 31, 2008. In February, staff carefully completed reviewing remaining applications and notified all applicants of the status of their application. The number of applications received was nearly double compared to 2007 renewals. According to ICF Director of Credentialing and Program Coordination, George Rogers, **renewal numbers should continue to increase** significantly each year as more individuals earn an ICF Credential and the **ICF will continue to review ways to streamline the renewal process.**

Basic Marketing Metrics to Keep You on Track with Your Business

By Steve Mitten, MCC, ICF Past President, Canada

As powerful and successful as a coaching relationship can be, the sad reality is too few members of the general public really understand what we do. So unless you're good at marketing coaching services as a solution to existing needs in your market, it can be difficult to attract all the clients you may want. This is particularly true as we work to recover from one of the worst downturns in the last 70 years.

One of the benefits of this challenge (aside from building character) is that it helps to make us better. And in this piece, I want to invite you to get better at managing the business side of your coaching practice.

In a young profession so heavily populated by intuitive, feeling souls that rebel at the very thought of structure, talk about better "managing" your coaching business is often met with rebellion or a big yawn. However, don't tune out just yet. If—by spending just a few minutes a week tracking a few simple items—you could get far more clients from your current marketing efforts, wouldn't it be worth your time?

So hear me out. There is an old business adage that you cannot manage what you don't measure. Far too many small business folk (especially we coaches) remain blissfully oblivious to just how well (or more often how poorly) they are doing in their businesses. This contributes to far too many coaches stumbling around with ineffective marketing approaches, continuing to do what doesn't work, struggling to fill their practices.

This simply doesn't make sense. I am pretty sure every time you drive your car you have an idea of where you are going, your rate of speed, and how much gas you have in your tank. However as it relates to their business, it is a rare coach who has a feel for how well her or his marketing efforts are really working and whether their current approach and efforts are going to get them where they want to go.

To shed a little light on this topic, I recently polled a number of established coaches to see what basic variables they tracked in their practices. In service of keeping it simple, and not scaring off the metric-phobes among us, here are just a few key factors to track if you desire better results from your current marketing efforts:

• **How many hours a week do you currently spend on active marketing that directly leads to conversations with qualified potential clients and, on average, how many hours of marketing does it take to land a new client?**

Coaches notoriously underestimate how much time it takes to fill a practice. If you are just starting out, and want to build a full practice, I suggest you market for at least five hours a week. Many new coaches find it takes three to five hours of marketing to get a new client. (It gets way easier once you have a niche and have established some regular contact strategies.)

Learn about Mitten's upcoming ICF Virtual Education session on page 4.

• **Which of your marketing activities (networking, direct contact, articles, Web marketing, etc.) translates into the most clients?** The most effective method will depend on your clients and your own strengths, but ideally you want to have at least three contact strategies that you know work to raise your visibility, credibility and over time attract a steady stream of ideal clients.

• **What is your average charge out rate and how many clients do you need to work with each month to meet your revenue targets?** It's simple math, but if you want to earn close to, say, \$80,000 USD a year then you better be averaging 22 clients a month at an average fee of \$300 USD.

• **Also, since sustaining a successful practice is so much more than marketing, I suggest you keep track of your overall level of stress, inspiration or balance.** Call it taking care of the "being" factor, but if you are too stressed, you are not going to be productive, you are not going to really connect with your clients (or potential clients), and you are not going to enjoy the journey.

There are many other items you could track if you were so inclined (and some coaches are). However if you are like most of us and prefer to spend as much of your working time as possible coaching clients, this should at least give you a place to start.

Finally, if you are still coaching at this time of the economic cycle, cheer up. You have just endured the scariest section the roller coaster has to offer. There may be more bumps and turns ahead but remember, at all times your little cart is firmly fixed on the track you are meant to travel, and chances are things are going to get a whole lot more fun, soon. Happy coaching!



Steve Mitten, CPCC, MCC, 2005 ICF President, is passionate about the power of coaching and helps independents, business owners and executives make breakthroughs in their lives and careers. Acoach4u.com.

Upcoming ICF Virtual Education Programs

Continue Your Coaching Education



ICF Virtual Education (VE) sessions offer free learning and networking opportunities to ICF members in addition to what local ICF Chapters offer. ICF members attending these sessions are eligible for Continuing Coaching Education Units (CCEUs). [More information on VE sessions can be found online on the VE FAQs page.](#) **Bridge line information for each VE session is available on the ICF Event Calendar.**



Mitten

How to Market Coaching in Turbulent Times

Date: Friday, March 20
Time: 16:00 (UTC), 12 p.m. (New York), 5 p.m. (Paris); *Saturday, March 21*: 12 a.m. (Hong Kong)
Duration: 60 minutes
Program: 3
CCEU: 1.0 Business Development

Join Steve Mitten, CPCC, MCC, for an encore presentation on the challenges and opportunities of marketing coaching in turbulent times. Mitten will: discuss the current economic challenges, identify who the winners and losers might be, show where the opportunities are, and tell you how to handle the stress so that you may get through it all in one piece. Mitten will conclude the session with a host of practical marketing tips designed to help coaches “weather” any set of market conditions.

Steve Mitten, CPCC, MCC, 2005 ICF President, 2007 “Coach of The Year” (Coaches Canada), is the author of *Marketing Essentials for Coaches*. Mitten helps leaders, entrepreneurs and independents create lives and businesses they love. In addition, he regularly devotes time to help build the coaching profession and help more coaches find greater commercial success. Acoach4u.com.

Enhancing Client Awareness Within the Coaching Conversation Using Emotional Intelligence (Series; Part 3 of 5)

Date: Tuesday, March 24
Time: 22:00 (UTC), 6 p.m. (New York), 11 p.m. (Paris); *Wednesday, March 25*: 6 a.m. (Hong Kong)
Duration: 90 minutes
Program: 1
CCEU: 0.75 Core Competencies / 0.15 Business Development / 0.15 Personal Development / 0.45 Other Tools and Skills

Today’s rapidly changing business world is placing greater emphasis on the right-brained skill of Emotional Intelligence (EI). Join Ben Palmer and Richard Harmer to explore:

- 1) Why EI is important to the coaching relationship;
- 2) How the seven skills of EI relate to a coach’s capacity to create awareness for the client;
- 3) Guiding a client toward a more expansive way of thinking through an exploration of their personal values and beliefs; and

- 4) Bringing a client’s unconscious moods and mindsets to conscious awareness through psycho-education.

Remaining calls scheduled for this series include:

- April 21: Influencing Your Client Towards Focused Action 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. 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 Palmer, Harmer 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.



Harmer



Palmer



Rock

Coaching with the Brain in Mind

Date: Wednesday, March 25
Time: 20:00 (UTC), 4 p.m. (New York), 9 p.m. (Paris); *Thursday, March 26*: 4 a.m. (Hong Kong)
Duration: 90 minutes
Program: 2
CCEU: 0.75 Core Competencies / 0.75 Other Tools and Skills

Join David Rock as he provides a new perspective on coaching by illustrating how coaching impacts the brain. This session will help coaches understand why what they do works, as well as improve their ability to coach.

David Rock is the founder of Results Coaching Systems, which is helping organizations such as Ericsson, EDS and American Express build coaching cultures.

Continued on page 5.

ICF and ISO Update

Progress Continues in Important System Enhancements

Work continues on enhancing the ICF Credentialing system. The ICF is excited to provide an update on the progress that has taken place over the past year, which will add lasting value to the ICF Credential for years to come.

As communicated previously, work has been set in motion to align the current credentialing system with the International Organization for Standardization (ISO) standards for bodies operating certification of persons. For the purposes of the ICF, the ISO standard serves as a framework for a credentialing program that meets globally recognized standards and procedures of operation. ISO compliance does not dictate the specific content or prerequisites required to be granted a credential.

Here is a summary of progress in 2008:

- Engaged more than 50 volunteers to assist as subject matter experts;
- Conducted a global survey of the work that coaches do with 2,028 responses;
- Verified that the ICF Core Competencies still serve as the basis for the work of coaches;
- Began the creation of a formal body of knowledge;
- Engaged a wide global audience of individuals, organizations, and subject matter experts to provide input; and
- Initiated the construction of a psychometrically sound set of questions to be used to assess coaching.

As you can see, the ICF has taken an aggressive path toward enhancing the credential with substantial time, resources, and expertise. Great progress has been made, however, several decisions are pending regarding the future of the credentialing program. The ICF Board of Directors is considering various options and will adopt policies and procedures that address the needs of professional coaches as well as the public. Full implementation of enhancements will also be based on the availability of both human and financial resources.

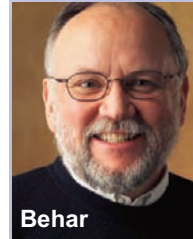
The ICF looks forward to sharing information on new decisions as they are made. Until then, the association will continue moving toward the destination that has been set by the ICF Board; having a credentialing program that continues to truly hold global credibility and provides permanent value; that is a cutting edge, competitive and robust system capable of handling a growing demand; and operates utilizing globally recognized standards for objectivity, validity, reliability, and security.

New ISO Kit for Members

The new ISO kit is intended to help inform ICF Chapter leaders, members and the public about the exciting progress underway to enhance the ICF Credentialing program. The ICF invites you to use the materials provided in this kit to understand and help others understand the changes that are taking place to enhance our global credential. This kit includes speaking points, frequently asked questions/answers, PowerPoint presentations, lists of various taskforce members, and various summary sheets for your use. This kit is posted on the [Asset and Tools page](#) of the ICF Member section of Coachfederation.org as well as in the ICF Online Community in the file library.

Virtual Education Continued...

Rock is the author of three books, including *Quiet Leadership* and the forthcoming *Coaching with the Brain in Mind*. Rock is on faculty at CIMBA, an international business school in Europe, and is also a guest lecturer at Oxford University in the UK.



Behar

"It's Not About the Coffee" – A Conversation with Howard Behar

Date: Monday, April 20
Time: 16:00 (UTC), 12 p.m. (New York), 6 p.m. (Paris); *Tuesday, April*

21: 12 a.m. (Hong Kong)

Duration: 90 minutes

Program: 2

CCEU: 1.50 Business Development

Join Howard Behar for this facilitated dialogue pertaining to topics ranging from the overarching principles of leadership to the challenges of marketing global services in tough economic times.

Howard Behar is the former president of Starbucks Coffee Company North America and Starbucks Coffee International. Initially serving as vice president of sales and operations, he grew the retail business from 28 stores to more than 400 stores by the time he was named president of Starbucks Coffee International in 1995.

Bridge line information for each VE session is available on the [ICF Event Calendar](#).

**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**

Court Opinion Decides Virginia Coach's Obligations to Report Suspected Child Abuse

By Ed Modell, JD, PCC, 2009 Global ICF Board Member, USA

DISCLAIMER: *This article does not constitute legal advice by the author or by the ICF. This is a rapidly changing area of the law. You should consult a lawyer if you have any questions about your reporting duties. Online articles and statutes can become out of date and are subject to legal interpretation depending on particular facts and circumstances.*

A recent decision by a court in the United States brings into sharper focus the possible obligations of life coaches to report child abuse to legal authorities. The case also deals with the related questions of when a coach may be held civilly or criminally liable for making a suspected abuse report and when a coach may be immune from any liability for making such a report. The case is *Wolf v. Fauquier County [Virginia] Board of Supervisors*, No. 07-2022 (4th Circuit, Feb. 6, 2009). The full 20-page court opinion can be found at

<http://pacer.ca4.uscourts.gov/opinion.pdf/072022.P.pdf>.

All coaches are encouraged to download and read the entire court opinion because it is instructive in how the law views the work of life coaching.

Rather than doing a full-blown, law school style summary of the case, this article will focus on the most important language of the court from a coaching profession perspective and will identify other sources of information on the issues from sources around the world.

The court in *Wolf* makes clear that it is interpreting and applying the relevant laws only of the Commonwealth of Virginia and therefore, the *Wolf* decision only resolves these questions for coaches reporting suspected child abuse to government authorities in Virginia. As with most issues involving our relatively young profession, there are no simple or single, universal answers to these questions, but the *Wolf* decision is a starting point.

In the *Wolf* lawsuit that was filed in August 2006, the coaching client sought millions of dollars in damages against the life coach and the counseling center where the life coach was employed. The client's claims were: 1. Slander and defamation for reporting to the police and the Department of Social Services (DSS) that the client intended to kill herself and her children; 2. Breach of contract of confidentiality; 3. Negligence for the life coach not having adequate training and knowledge to competently counsel the client; 4. Negligent hiring and supervision of the life coach by the counseling center where the coach worked, and 5. Intentional infliction of emotional distress.

Before the case ever went to trial, the lower court, applying Virginia law, ruled against the coaching client and in favor of the life coach and the other defendants in the case on all claims. The Fourth Circuit Court of Appeals agreed. In its opinion, the Fourth Circuit held that all of the claims against the life coach and the counseling center arose out of the life coach's report to DSS about the client. The court held that under Virginia's statutory scheme for the prevention of

child abuse, the life coach was not a "mandatory" reporter of suspected abuse because the coach was not 'licensed to practice medicine or any of the healing arts,' 'employed as a social worker,' or a 'mental health professional.' [The life coach] has no degree or training in social work or any mental health field, and she has no professional license of any kind. Nonetheless, according to the court, the Virginia scheme allows others to report suspected child abuse and protects those voluntary reporters from any civil or criminal legal action where their reporting is not motivated by bad faith or a desire to harm the person who is the subject of the report.

The Fourth Circuit also found no legal basis for the claim that the counseling center negligently hired the life coach because again, strictly under Virginia law, such a claim requires proof of a resulting serious physical injury and there was none shown by the client in this case.

And finally, the court rejected the client's claim of medical malpractice against the counseling center's psychiatrist and social worker because, in the court's words, "[the client] signed a contract for life coaching, which is not medical care" and the psychiatrist and social worker never provided direct care to the client.

Based on this opinion, it is all the more important for each coach to research the laws of the state, province or country where they are practicing coaching to determine if they are considered mandatory or voluntary reporters of suspected child abuse or if they have any reporting requirement at all. The same laws also should be reviewed to determine when a coach may be held civilly or criminally liable for filing an erroneous suspected abuse report and when the coach may have limited or total immunity when filing such a report. **Continued on page 15.**

International Coaching Week Successes

Attention garnered from 2009 series of events

International Coaching Week 2009 was celebrated by coaches all over the world. ICF Headquarters celebrated the week by introducing initial data from the *ICF Global Coaching Client Study* to the world. A press release was sent to major media outlets around the globe and data sheets were uploaded to Coachfederation.org for member and chapter use.

Members are encouraged to use these data sheets throughout 2009; global, country and regional data sheets are available for download at Coachfederation.org.

In honor of the awareness week, a contest was held where coaches could submit entries on the CoachingCommons.org and CoachingWeek.org Web sites. All submissions were judged by Jerri Udelson, MCC, and Founder of Coaching Week. Three winning entries were awarded Amazon gift certificates, donated by Ruth Ann Harnisch of the Harnisch Foundation. **The winners were:**

First place: Dare Kent—

“The pressure to come up with a big worldwide coaching idea is overwhelming, so I focused on one small step in my local community. I offered to coach one person, for free, who I thought would enjoy and benefit from the process. This person is kind and thoughtful and giving and I wanted to give them something in return—a hand of coaching support for the month of February.

I think one of the best advocates for coaching, and the way to make that a worldwide chorus, will be from people who have experienced coaching and have grown and succeeded as a result. Their praise will do much to raise awareness. The WOW factor—Word Of Wonder—as we promote and celebrate the client, they in turn will promote and celebrate the wonder of coaching. To continue with this trend, I will continue to coach at least one person for free throughout my career as a coach.

The last year has created challenges for many and I decided to focus on one small way I could reach out and assist one person. It is by helping each other that we will not only survive but thrive in the current economic climate.”

Second place: Katherine Gotshall English—

“I am preparing for the 12th Annual International Coaching Week by getting 12 leaders to commit to create events for Coaching Week 2010 now. I’ll organize a monthly call for these 12 leaders to share ideas, inspire and coach each other for the next eleven months.”

Third place: ICF Hungarian Chapter Chapter Leader: Laura Komocsin—

“The one-year-old Hungarian Chapter of ICF is proud to launch a national Business Coach Club on 5 February, on the occasion of the International Coaching Week. At the same time, we launched our own Web site: Coachfederation.hu. The Coach Club shall take place on the first Thursday of each month. We invite top CEOs, HR managers, coaches to share a presentation with us and a discussion forum follows. We aim to bring all the now-scattered coaches in Hungary under one umbrella for the sake of the coaching profession.



ICF Hungarian Chapter Coach Club Meeting

The monthly organized Coach Club hopefully shall contribute to the spread of coaching as a leadership development tool and as a management style,” said Dóra Hegedűs, chapter member.

ICF Headquarters would like to congratulate each of these winners and every coach who played a part in the celebration of International Coaching Week 2009.

ICF Marketing Tools Available

Utilize contents to develop your career and chapter

A wide array of marketing materials, member/chapter toolkits, PowerPoint presentations and more are available to ICF members for download from either Coachfederation.org (on the [Assets and Tools page](#) in the ICF Member section) or the ICF Headquarters File Library in the [Online Community](#).

Among these available documents is the March ICF Fact Sheet. This treasure gives members the current breakdown on ICF membership, ICF Credential holders and various other talking points that are pertinent to the association.

Not sure how to use the ICF Online Community? [Download a self-training packet today.](#)

Materials are updated on a regular basis and can be used for many different marketing purposes.



ICF Code of Ethics & ECR Process Updates

ICF members and ICF Credentialed coaches agree to abide by the [ICF Code of Ethics](#) and participate in the [ICF Ethical Conduct Review \(ECR\)](#) process should a client file a complaint.

The ICF Code of Ethics undergoes a revision every three years. [To view the updated ICF Code of Ethics, please click here.](#)

Last year a special task force was created to perform a significant evaluation of the current ECR process and its structure. Revisions to the ECR process included adding a facilitated resolution element and streamlining the overall process.

Complaints regarding an alleged breach of the ICF Code of Ethics by ICF members and ICF Credentialed coaches occurring through March 31, 2009 will be reviewed using the 2005 ICF Code of Ethics. The revised ICF Code of Ethics will be used in processing filed complaints starting on April 1, 2009. [View more information on the ECR process here.](#)

A Strategic Guide to Shopping Cart Success

One of the most important ways to grow a business in today's economy is to move from trading time for money to generating passive income. Join Practice Pay Solutions's Sharon Broughton for a teleclass on March 26 to learn:

- Exactly what a shopping cart can do for you and how to use it strategically to make more money;
- What an autoresponder is and how to use them efficiently;
- All about adtrackers and why they are important;
- How a cart works in conjunction with your merchant account/PayPal;
- Why you should use recurring products for monthly retainers; and
- More.



Practice Pay Solution is an official ICF Resource Partner. This teleclass is scheduled for Thursday, March 26 at 19:00 (UTC), 3 p.m. (New York), 8 p.m. (Paris); *Friday, March 27*: 3 a.m. (Hong Kong). [Bridge line information is available on the ICF Event Calendar on Coachfederation.org.](#)



The Columbia Coaching Certification Program

TEACHERS COLLEGE COLUMBIA UNIVERSITY

www.tc.columbia.edu/coachingcertification

Coaching in China SIG Arrives

Newest Special Interest Group for ICF Members

By **Christine Gao, M.Ed, PCC, Coaching in China SIG Host**



The ICF's newest Special Interest Group (SIG) will host its first monthly call this month.

Coupled with the huge economic growth in China through a reform known as the "Open-Door" Policy, the coaching profession has experienced tremendous development in China in the last 20 years. Perhaps it's the dramatic social changes that have contributed to the growth of coaching. Perhaps coaching created value to individuals and corporations which could not be achieved otherwise. Whatever the reason might be, for those coaches who have been to China or have been coaching in China, you would probably agree that there is still huge growth potential.

Yet the complexity and diversity of China suggest both good understanding of Chinese culture and flexibility in adapting ICF Core Coaching Competencies with that of the Chinese circumstances.

The Coaching in China SIG is created with a mission to provide a platform and a forum for coaches from China and the ICF community around the world to share best practices, to promote excellence, to provide support and feedback from peer coaches, to learn new developments in coaching and to further upgrade coaching skills which will help toward building successful practices.

Bridge line information can be found on the [Special Interest Group \(SIG\) page](#) of Coachfederation.org (password protected). This SIG will meet on the second Tuesday of each month at 12:00 UTC.

The Wind from the East

What Japan Can Bring to the Coaching and Leadership World

By Takeshi Shimamura and Nao Konishi, 2008 ICF Conference Presenters

This article is based on the breakout session of the same title presented at the 2008 ICF Annual International Conference in Montréal.

In the 10 years-plus since coaching was first introduced in Japan, the field has delivered to people many tools and much wisdom for human development. As coaches, we are aware, too, of certain elements inherent to Japanese culture that when applied to coaching serve to enrich the coaching experience for both clients and coaches. Three such concepts—kokorozashi, ma, and rei—will be introduced here.

Kokorozashi

This concept refers to one's desire to make a contribution in the world. It answers the question, "What are we trying to accomplish through coaching?" We believe that the purpose of coaching is to empower clients' kokorozashi.

The human longing to make a difference is universal, and kokorozashi specifically points to aspirations that stem from the force of our integrity. What we have the will to do, we do not for the sake of satisfying our ego, but for the sake of answering the call of something beyond ourselves. Thus kokorozashi refers to the union of our truest selves with the will to give our lives meaning for a larger purpose.

When our kokorozashi is in line with our values, we can act consistently and boldly, sustaining our efforts no matter how big the challenge and no matter the short-term results. A person acting out of awareness of his kokorozashi has the power to impact families, communities, and organizations, so that these places become energized, their members feel fulfilled, and both perform at their best.

The coach's role is to explore their clients' kokorozashi and empower it to lift the clients into the next stage of human development. Asking questions like "What kind of society do you want to leave for your children" or "What 'something great' are you called to" will help clients—and coaches—access their kokorozashi.

Ma

That connection to something beyond self that is characteristic of kokorozashi may also be found in what is known as ma. Ma is the space between individuals and the space that surrounds us. Ma is something palpable that we can feel once we are aware of its existence.

Normally we think of ourselves and others as being separate individuals. We may be in the same space, but we are there separately, we think, each with our own personal

boundary. Now imagine a space in which there are no boundaries among people. Here in the ma, our separateness melts into oneness, so that we each experience ourselves as a part of the whole. Everyone present is directly involved in the ma space, feeling a sense of unity beyond their own selves.

By staying in the ma space with their clients, coaches make it easier for clients to open themselves to that bigger, unifying presence. From that place, clients can access and explore their kokorozashi.

Rei

It is with a sense of profound respect for and appreciation of another person's presence that we approach the experience of coaching our client and sitting together in the ma. The rei, or the act of bowing in Japanese style by bending forward from the waist with one's head pointing downward, is the body's expression of this mindset. With this action, the coach commits to doing his or her best in the relationship that is about to begin.

Embodying the rei mindset is effective with clients. Sensing both the coach's commitment and the coach's real respect for and appreciation of their presence, clients become willing to open up, to explore their natural selves, to unfold possibilities, and to take bold actions without hesitation. Our wish is for more and more people to live with kokorozashi, ma, and rei, so that human relationships evolve to the next stage. Coaching is the critical catalyst for this. Through coaching the world can become a place where everyone lives into their potential and at their best, fulfilling the calling of their own precious life.



Takeshi Shimamura is president of CTI Japan, an international partner of the Coaches Training Institute. His mission is to develop a structure for people to play active roles in society. With such passion, he leads CTI Japan, which has educated more than 4,000 coaches since it was established in 2000.



Nao Konishi is an independent personal coach. Through her former work in a global company, she fostered insights into human understanding and contributed to regional and global projects in that cross-cultural organization. She values the diversity of people, animals, and nature as a natural expression of the universe.

ICF in the Media - *Coaching in the News*



In February, the ICF was mentioned in 81 clips with a total circulation of more than 7 million. In 48 of those clips, ICF Credentials were specifically referenced.

Clips that mentioned coaching in February were pulled from radio, television, print and online publications from 13 countries and territories. Clips that specifically mentioned the ICF came from Canada, Malaysia, and USA.

Some of the top circulation online and print publications mentioning coaching in general in February included:

Asiaone.com (Singapore), *The Calgary Herald* (Canada), Market Watch (USA), MSNMoney.com (USA), *News of the World* (UK), *The Straits Times* (Singapore), *USA Today* (USA), *Wallstreet Journal* (USA), *Washington Post* (USA) and Yahoo! News (USA).

What the media had to say...

Following the trends of previous months, many of the articles captured in February that mentioned coaching and the ICF involved Career Coaching and the current global economy. Other themes included coaching columns that give tips to readers on how to be happy and how to handle the "curves" of life.

Press Promotes ICF Global Coaching Client Study

Several top media outlets around the world picked up ICF Headquarters' press release on the initial data from the *ICF Global Coaching Client Study*, including Yahoo! UK and Ireland, Africa Tower and World News Network. Additionally, the study will be featured in both *European CEO* and *New European Economy* in April.

ICF Headquarters will continue to promote the study throughout the year and encourages members and chapters to promote findings locally as well. [Data tables from the study, originally shared with ICF members for International Coaching Week, are available for download from Coachfederation.org.](#)

Want to be a 2009 ICF Conference Speaker?

Call for Conference Presentations

The official call for conference presentations for the 2009 ICF Annual International Conference is open. The conference will take place December 2-5, 2009 at the Rosen Shingle Creek Resort in Orlando, Florida, USA. Around 1,200 professional coaches from around the world are anticipated to attend this premier coaching event.

Potential speakers can visit the [ICF Web site for instructions and other pertinent details on how to apply for this opportunity.](#)

Interested parties (both ICF members and non-members) can choose one of the below six areas of focus for their conference presentation:

- Impact in the World;
- Innovation and Coaching;
- Body, Mind, and Spirit Connection;
- Science and Coaching;
- Coaching and Leadership; and
- Coaching and Organization.

The deadline to submit materials and information is Wednesday, April 15 at 16:00 (UTC), 12 p.m. (New York), 6 p.m. (Paris); *Thursday, April 16*: 12 a.m. (Hong Kong). [Visit Coachfederation.org today to submit your proposal!](#)

"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

Develop Yourself; Develop Your Chapter

Network, Learn & Share

Calling all ICF Chapter Leaders! Mark your calendar for this month's learning opportunities designed especially for you. Apply the information you gather from these sessions in your chapter leadership roles.

Upcoming Chapter Leader Webinars



D'Alessio

Chapter Ethics

Date: Monday, March 9

Time: 07:00 (UTC), 3 a.m. (New York), 8 a.m. (Paris), 3 p.m. (Hong Kong)

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

Join ICF President-Elect Giovanna D'Alessio, MCC, as she presents on Chapter Ethics. How do you handle ethical dilemmas at your chapter board level?



Tweedie

ICF Strategic Plan

Date: Wednesday, March 18

Time: 01:00 (UTC), 9 p.m. (New York); *Thursday, March 19*: 2 a.m. (Paris), 9 a.m. (Hong Kong)

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

Date: Thursday, March 19

Time: 08:00 (UTC), 4 a.m. (New York), 9 a.m. (Paris), 4 pm, (Hong Kong)

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

Join ICF President Karen Tweedie, PCC, as she presents on strategic planning and modeling the global ICF Strategic Plan.

Look for additional calls on the [ICF Event Calendar on Coachfederation.org](#). ICF Chapter leaders are welcome to invite additional members of their chapter's leadership team to these presentations.

YOU can be a guest writer for *Coaching World!*

The ICF regularly accepts bylined articles from our members for *Coaching World*. Why not share a coaching approach, a best practice or simply something interesting that pertains to coaching?

Here are some suggested article topics:

- 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 (30–50 words). The ICF cannot guarantee when an article will run in *Coaching World*; articles are used as space permits.



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

ICF Chapter News and Events

Metro DC Chapter “Kicks Off” International Coaching Week with Presentation of First Prism Award by Renée Barnow

Luncheon attendees in a packed room at the Capital Hilton on January 30 witnessed the U.S. Department of Commerce, International Trade Administration (ITA) being honored with the International Coach Federation Prism Award. This is the first year our chapter presented the award, which recognizes organizations and their coaches who have successfully integrated coaching into their growth patterns.

ITA's mission is to create prosperity by strengthening the competitiveness of U.S. industry, promoting trade and investment and ensuring fair trade and compliance with trade laws and agreements.

Coaches provided tools to ITA leaders to improve employee engagement and productivity. The program began as a pilot with 50 managers, who each received nine hours of coaching. The program quickly gained popularity; soon there was a waiting list. Several leaders found the program to be so beneficial that they requested extending coaching services.



Pullen, left, with award Chairman Arty Coppes, ACC, and Ron Sloan, Chapter President.

During the luncheon, lead coach Bill Pullen, MCC, of Pullen Associates, one of two contractors hired for the professional coaching program, and Ruben Pedroza Jr., Senior Operations Officer at ITA, presented an overview of the coaching program and details of the results. The program had four specific measurable goals:

- Ability to identify and leverage personal strengths;
- Increased ability to identify and leverage strength of the team;
- Increased self-awareness; and
- Improved transparency and communication.

During the presentation, Pedroza offered that, “It is never too late to be coached.”

In accepting the award, Michelle O'Neill, ITA Acting Undersecretary, indicated that coaching resulted in improved employee relations and growing new leaders. With talent retention essential for organizations' sustainability, growing new leaders will prove to be an added benefit.

As a testament to the value of the Prism Award, within three weeks of presenting it to ITA, a member of the chapter advised that the president of a company with which he is affiliated is considering positioning a current project as a nominee for next year's Prism Award.

Originated in Canada's ICF Greater Toronto Area Chapter, the Prism Award is also awarded in Calgary and Vancouver. In the U.S., the ICF Georgia Chapter and now DC Metro Chapter have committed to celebrating the excellence of coaching in organizations through this award.

Involved in the formal communication business for more than 30 years, Renée Barnow is delighted to be coaching, which she considers the most evolved form of communication. Renée serves on the Board of Directors of the Metro DC Chapter of the International Coach Federation and founded and is the managing editor of the chapter's quarterly publication Learning.

ICF Bay Area Coaches Chapter

Internationally acclaimed author and lecturer Debbie Ford will present a sneak preview of her upcoming documentary release, *If Shadows Could Talk*, along with her signature workshop, “Embracing Your Shadow” on May 1, 2009. The workshop will follow on May 2. Both events are open to the public, and will take place in San Francisco, California, USA. Tickets are on sale now at Bayareacoaches.org.

If Shadows Could Talk is a world-class cinematic experience that tells the fascinating story of why we do what we do and fear what we fear. In the “Embracing Your Shadow” workshop participants will discover the profound secret of their shadow and unlock the confidence, power, creativity and freedom to fully be their most magnificent self.

Calgary Association of Professional Coaches Third Annual Coaching Conference May 1–3, 2009 Banff Park Lodge Banff, Alberta, Canada

The 2009 Banff Conference promises to be the best yet! Featured speakers include:

- Carollyne Conlinn, MCC, 2009 Canadian Coach of the Year;
- Aurora Winter, author of *From Heartbreak to Happiness*; and
- Sean Casey LeClaire, CPCC, Life Coach, writer, and thought-leader who is changing the way individuals and organizations engage awareness and compassion to enhance relationships, creativity and optimal performance.

ICF Members will receive a special reduced registration rate. For more information or to register, please contact va.cpac@shaw.ca.

Continued on page 13.

ICF France

A New Tradition

By Patricia Comolet, ACC

Being based in Paris, our antenna contains the majority of members belonging to Chapter France. Interacting with such a large number of coaches (approximately 210) covering an extensive and crowded territory has always been a huge challenge to the antenna co-presidents.

As the new co-presidents for the antenna, Fabrice Beucher and I decided to apply the coaching process to ourselves and our members to co-create the year's program. ICFF and ICF Global supported our efforts to reach out to the largest number of members to provide a space for expression and a structure to channel their energies toward worthwhile projects which will help them to improve their coaching practices. The result was a full day meeting on January 17 attended by 54 eager participants.

The day began with a training session on the ICFF "Star" coaching tool presented by Catherine Chambon where the presentation was immediately applied in an exercise dealing with a real situation. All members present were able to earn precious CCEUs to advance in their certification process while increasing their coaching skills.

This was followed by a welcome from our chapter president, Laurent Goldstein and a summary of the resources available in the antenna itself, including our informal meetings called "café coaches," a brief look at the new francophone SIGs and an introduction to our certification commission. A relaxing networking exercise at lunch was a huge success as our members made new connections and reinforced already existing links.

The afternoon was spent exploring the needs and wishes of our members in small workshops. During a plenary session, each workshop became the root of a project. By the end of the day, the projects each had a leader, team, and theme and they were already scheduled for a specific month of the year!

We were thrilled to see the motivation of all our participants as they built a program which responds to their needs.

For instance, there was a clear request to understand the major messages promoted by the ICF; how to respond to journalists' questions and how to better communicate about our profession. As a result, the communication team of our chapter, led by Luc Teyssier d'Orfeuil, is putting together an evening on external communication, both for public and client oriented exchanges. One workshop decided to build on the year of creativity and innovation, showing how coaching can leverage these qualities toward solutions to the grave problems presented by the current financial crisis.

ICF France event



Another group has decided to launch a commission on coaching politics, with the production of a white paper on their research.

The other topics include supervision, training, certification and connecting with social organizations. We are also planning a full day exchange with a prominent figure from the coaching world to provide our members

with the opportunity to increase their coaching skills, reflection and networking.

The myriad of possibilities which emerged during our busy day reassured Fabrice and me that with such outstanding potential, high motivation and relaxed enthusiasm, our year will be one of synergy and learning.

ICF North Texas Chapter Southwest Coaching Conference

May 2–3, 2009

University of Texas at Dallas, Texas, USA.

Program Highlights:

- Academic-focused approach to optimizing the coaching process for you and your clients;
- Focus on Executive, Professional and Organizational Coaching, with emphasis on leadership and performance enhancement;
- Integrate latest research on coaching trends to bring out the best in the coaching process; and
- Earn 10 hours of continuing coaching education units for coach certification and recertification.

Conference Speakers:

- Dr. Rob Hicks
- Dr. Ruth Orenstein
- Dr. Carol Kauffman, PCC
- Dr. Terry Maltbia
- Judy Feld, MCC
- Bill Behrendt
- Bev Wright, PCC

Visit <http://som.utdallas.edu/coaching> and click on "Southwest Coaching Conference" for more information.

ICF–New England Chapter Change in March ICF–NE Event!

The ICF New England Chapter Town Hall meeting, originally scheduled for March 9, has been moved to June 8. Please visit the ICF New England Chapter Web site (Icfne.org) for more information, including details on another event scheduled for March 9.

2009?

*“A future awaiting our choice”**

By Daniele Darmouni, MCC, 2009 Global ICF Board Member, France

The beginning of this New Year opens with tremendous challenges in uncharted waters. We can no longer submit ourselves to a form of governance that no longer functions and for which we have been paying too high a price. Mohamed Yunus said, “The banking system is walking on its head; I have turned it around and put it back on its feet.” Today all systems are upside down.

The paradoxical approach**, in its subtle way of addressing complex issues, recommends that: “To put out a fire, add more wood.” Resisting is an old answer and resistance alone cannot create a new world. It is not enough to resist, we need to move on and come together in a new way to co-invent new answers.

The moment has come for us to re-think and let our familiar behaviors go and let something new come. It is time to build new alliances and commit to making time and space for dialogue in our overloaded.

This space will allow us to take the necessary time to really listen to those negative voices that we all have inside of us in times of crisis: judgment, cynicism, fears... These voices come from a living place in us, the source of desire. This place is also wounded. We can learn to embrace this wounded place and to share our true desires. The energy hidden inside these negative voices tells us what we really want to say YES to and commit to in our life.

It is time for “conversations” that matter, where we will speak differently about core questions. Among these core questions:

According to the biologist David Anjvig, we have memories of the future.

- If we imagine the “future awaiting our choice,” will we be

able to take the responsibility to make the relevant change in time?

- How do we navigate toward a still unknown world?
- What will we learn next?
- What happens if “I don’t know?”
- How to welcome the “I don’t know?”
- What if we don’t know that we don’t know?

90 percent of life in the natural world co-exists in a mutual mode, 10 percent in a competitive mode.

- Can we learn a new kind of collective behavior named “mutuality?”
- How can we build bridges between diverse approaches to co-create our chosen future?
- Which “locally based” initiative will impact the most our area of influence?

HOW CROSS THE THRESHOLD?...
SAY YES TO AN OPEN LIFE OF
POSSIBILITIES?...

* Peter Senge “A necessary revolution”

** Giorgio Nardone “Chevaucher son tigre”—Seuil



Daniele Darmouni, MCC, is the creator of International Mozaik, a founder of ICF France, and currently sits on the global ICF Board of Directors. Next to her family, Darmouni’s second great love is witnessing the evolution and growth of people and systems.

This article originally appeared in MOZAIK newsletter and is reprinted in Coaching World with permission.

Lean About the Road to an ICF Credential

What you need to know to apply for an ICF Credential

Two *Road to Credentialing* sessions are being offered in March. If you are interested in learning more about the credentialing process, this session is for you! These sessions will outline the ICF Credentialing system, application types, and requirements needed of each ICF Credential.

Make plans to attend one of the following two calls:

Date: Thursday, March 26, 2009

Time: 13:00 (UTC), 9 a.m. (New York), 2 p.m. (Paris), 9 p.m. (Hong Kong)

Bridge line: Visit the events calendar at Coachfederation.org for details.

Date: Thursday, March 26, 2009

Time: 21:00 (UTC), 5 p.m. (New York), 10 p.m. (Paris); *Friday, March 27:* 5 a.m. (Hong Kong)

Bridge line: Visit the events calendar at Coachfederation.org for details.

If you are unable to attend either call but would like to download the *Road to Credentialing* PowerPoint, or you would like to learn more about the **ICF Credentialing Program**, please visit Coachfederation.org.



Court Opinion Decides Virginia Coach's Obligations to Report Suspected Child Abuse Continued...

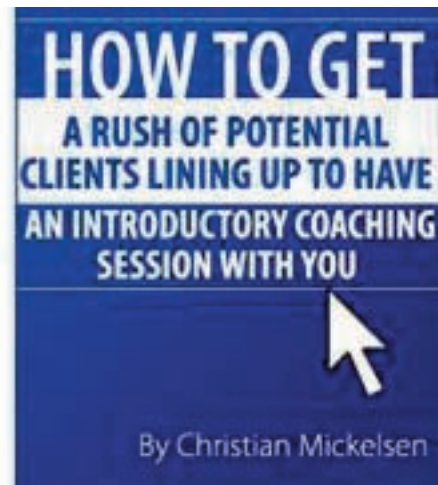
Some of the online materials available to conduct this research are as follows. For coaches practicing in the U.S., see *Mandatory Reporters of Child Abuse and Neglect in the US: Summary of State Laws, Current Through January 2008*, which is available at www.childwelfare.gov/systemwide/laws_policies/statutes/mandaall.pdf, and *Mandatory Reporting of Child Abuse and Neglect* by attorney Susan K. Smith, Hartford and Avon, Connecticut. Two good articles on child abuse prevention and reporting in Canada (*What happens when I report child abuse?* and *Child Abuse: Reporting and Classification in Health Care Settings*) can be found in the Child Maltreatment Section of the Public Health Agency of Canada Web site. A related article on the laws in Europe (*Child Sexual Abuse in Europe*) is in Google Book Search online. The reporting of child abuse under the laws of the various territories in

Australia (*Mandatory reporting of child abuse*) can be found at the National Child Protection Clearinghouse Web site in the Publications/Resource Sheets section. And an article (*Breaking the silence on child abuse - April 5, 2007*) on the legal situation in India may be found at the India Together Web site.



Modell

Ed Modell, JD, PCC, specializes in working with government, small business and non-profit executives and professional service providers, including attorneys and accountants. He is a Past President of the Metro DC Chapter of ICF, was Chair of the ICF Regulatory Committee and was a co-founder of the Conflict Coaching SIG. Modell serves on the global 2009 ICF Board of Directors.



**Free
Special
Report**
[Click Here](#)
To Read
It Now

President's Message Continued...

I encourage you to promote this exciting research in your area of the world. The Executive Summary of this landmark study will be released this month. Individuals that participated in the survey, and provided their e-mail address to PricewaterhouseCoopers, will have a three week proprietary viewing period. Following this period, the summary will be available to ICF members and non-members on the ICF Research Portal. The comprehensive Final Report will be available in March for purchase through the ICF Shopping Cart on our Web site.

Free data tables are available on the ICF Web site and will remain in place for members to use throughout the year. ICF members can log in to Coachfederation.org and find these items in the [Assets and Tools area](#) of the ICF Members section of the site. 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. Additionally, a companion piece containing marketing suggestions based on various findings will be available in the [Assets and Tools area](#) of the site for download with the release of the Final Report.

This is the first time that coaching client research has been conducted on a global scale. I want to thank the coaches, ICF volunteer leaders and other professional organizations who helped contribute to the high caliber and broad scope of this research endeavor.

We now have a fabulous resource which provides us with insights to better serve our client...

We now have a fabulous resource which provides us with insights to better serve our clients, understand their needs and to discover how they view what it is that we really do. I encourage you to apply what we have learned from this study to assist you in your marketing efforts as you demonstrate the value of professional coaching, from the client viewpoint.

Let us use what we know as we work toward making coaching an integral part of society.

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