

Coaching Chronicles

Coach'ing: Facilitating people in their own commitment and enthusiasm to accomplish their objectives.

Vol. 1 Number 1

Executive, Career and Life Coaching – Building Better Leaders

October 2010

Jobs for Boomers

By Kristin G Bainger

Millions of experienced professionals, those of us who remember watching the Brady Bunch before it went into re-runs, are experiencing some of the most difficult times in their careers securing and maintaining suitable positions. In August more than 2.2 million people age 55 and older were unemployed, many more underemployed, according to an AARP analysis of U.S. Bureau of Labor Statistics data.

As the world changes the industries in need of capable professionals also changes. Green Industries, Technology, Pharmaceutical, are among some of the industries begging for leaders to help focus the talents of the younger professionals who are just beginning their careers in these new or growing arenas.

On September 23rd former President Clinton spoke to the MSNBC's Morning Joe from the Clinton Global Initiative. One of the subjects he addressed was current need for skilled workers "of a certain age".

"The last unemployment report said that for the first time in my lifetime, and I'm not young, we are coming out of a recession but job openings are going up twice as fast as new hires. And yet we can all cite cases that we know about where somebody opened a job and 400 people showed up.

How could this be? Because people don't have the job skills for the jobs that are open. So here's the most important thing. If we were hiring since last June when economists said the shrinkage stopped, between then and now, if we had been hiring people on the jobs where people are trying to hire, that is we could get those jobs this morning after this TV show is over, if we were doing that at the same rate were doing that in 93, 94, 95, there would be five million more people at work. This unemployment rate would be 6.9 (percent) not 9.6 (percent.) We would be in a different world, not just economically but emotionally as a country."

A majority of the recipients of this newsletter are currently in positions to make a positive difference; moving our country in the economical and emotional healthy direction Clinton spoke of.

- **Job seekers** must be willing to grow and learn; be open to a little classroom time, make themselves familiar with tools and trends that are second nature to the 20 and 30 something's.
- **Industry and HR leaders** need to do a better job of understanding the value of the transferable skills boomers have to offer. Stop thinking inside the checked boxes on applications and HR computer software. It will take a little effort, may require small leaps of faith on occasion but nothing outside the norms of what genuine leaders do every day of the week.
- **Political leadership**, on both sides, need to stop infighting long enough to make available some of the over one trillion, as yet unassigned, stimulus dollars for training our nations already highly experienced professionals in the nuts and bolts of the new and growing industries.

From the editor:

Welcome to the first edition of the Coaching Chronicles, an educational and informational tool for those wanting to make positive inroads in their lives and careers.

Monthly CC will include articles from a variety of contributors, business advice, book reviews and recommendations, day in the life stories and an Ask the Coach section.

Over the last 28 years I have worked in leadership roles in corporate, non-profit and while running my own businesses. Along the way I have been the fortunate beneficiary of a great many inspired leaders, mentors and coaches who have fostered my commitment to mentoring individuals and teams to promote accountability while cultivating pride, trust and group identity. Today as a coach I get to work with motivated leaders of all stripes; helping them define their success, and meet their objectives.

Coaching Chronicles goal is to provide you and your business useful information to overcome obstacle and meet your goals; to that end I encourage your feedback and welcome your suggestions.

Have a Great October,

Kristin

www.Germaine Life Coach.com
Building Better Leaders
www.germainelifecoach.com

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Public Policy Center

www.factcheck.org monitors the accuracy of claims by politicians, political ads and chain e-mails. They cut through the spin and tell you what is true and what is false.

Chronicle Contributors 10/10

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Dave Scull is an Information Technology Director at a major U. S. banking institution and lives to talk about the latest book he's reading.

Coach Michele Caron -Creator of www.MyLifeCoach.com, one of Google's top coaching websites, specializes in working with societal, cultural and business leaders.

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That's Why They Are Called "Habits" By Dave Scull

Ask anyone in a corporate environment if they know about the seven habits and they will nod their heads and say something like "Oh yeah, I know about that book," or "I had a class on that once," or "I've always wanted to take a look at that." *The Seven Habits of Highly Effective People*, first published in 1989, by Stephen R. Covey is a business self-help book that almost everyone has heard about. However, being aware of a set of principles is not the same thing as putting those principles to work in one's life on a habitual basis. It's not the knowing of something that makes a difference, it is the doing of something that makes a difference. To bring change into the world we must act on our environments. That's why Covey calls his principles habits. They must be consistently put into action to yield results.

Over twenty-five years of management experience I have had the privilege to speak with hundreds of people about their performance on the job and their overall sense of accomplishment. Usually, they seek me out for coaching because they don't feel that they are achieving at a satisfactory level. Inevitably, the problems come back to Covey's very simple principles.

"It's not the knowing of something that makes a difference, it is the doing of something that makes a difference."

To illustrate this I am starting this series of articles by sharing something by John Covey, Steven R. Covey's brother. I find John's reversal of Steven's seven principles very enlightening for folks who are struggling with their effectiveness. Here are my adapted versions of John's Seven Habits of Highly Ineffective People:

1. Be reactive. Always doubt yourself and blame others.
2. Work without any clear end in mind.
3. Do only what is urgent.
4. Think in win/lose terms. I should win every negotiation and everyone else should lose!
5. Seek first to be understood. I don't need to understand other people. Only what I think counts!
6. Don't look for new ways of doing things. Just keep doing what you've always done.
7. Fear change and put off improvement.

There you have it! A recipe for complete ineffectiveness. If you find yourself repeating some or all of the ineffectiveness habits, perhaps you should try the George Costanza "do the opposite" principle from the old Seinfeld sitcom. When you find yourself moving down the path of ineffectiveness, do the opposite!

Recommended Reading

The Depression Cure: *The six step Program to Beat Depression Without Drugs.* By Steven S. Ilardi, PhD, Da Capo Lifelong Books, 2009 – **(Rev. Roxanne)**

Loving What Is: *Four Questions that can change your life.* By Byron Katie and Stephen Mitchell, Three Rivers Press, 2003–**(Coach Michele)**

Proofiness: *The Dark Arts of Mathematical Deception.* By Charles Seife, Viking, **(For a great review of this book see the Steven Strogatz review, 9/19 NYTimes.com, Kristin)**

Integrity: *The courage to meet the demands of reality.* By Dr. Henry Cloud, Harper, 2009 – **(Kristin)**

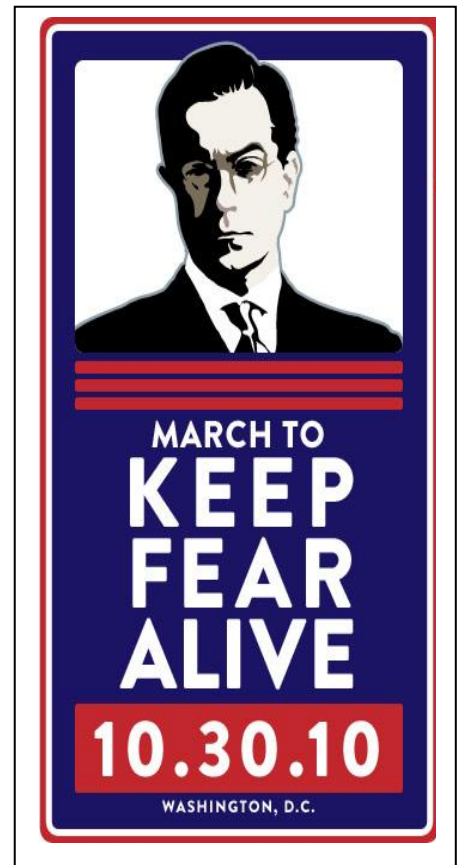
The Centurion Principial: *The Centurion Principles: Battlefield Lessons for Frontline Leaders.* By Jeff O'Leary. **(Jeans oldest Son)**

Be sure to check back next month. We will be looking at each of Covey's habits in detail.

"Everyone is entitled to their own opinions, but not their own facts"
D.P.Moynihan

Ask the Coach

For upcoming newsletters you can direct your questions to a specific Contributor or leave it to CC to decide by emailing Ask@germainelifecoach.com.



Coach: How do I get unstuck from between the bureaucratic rock and a hard place that is my boss and my boss's boss?

They are in constant battle for position, and neither is above throwing innocent bystanders under the nearest bus. I am being asked almost daily to take sides or be less than honest in my role. Every day I come to the office, not knowing what drama to expect or what side to stand on.

Whiplash

Coach: Five years away from retirement I recently decided to change jobs, a conscience choice to leave 25 years of senior management, scale down and slow down; took a position in my field but well below my experience allowing me to be home nights for dinner and spend weekends doing whatever makes me (my wife) happy.

Of late my new supervisor is slowly introducing the work load, leadership responsibilities and schedule of the kind of management jobs I intentionally set behind me. I want to be helpful, they need the help but feel this is turning into much more than bargained for.

Eager to Pass the Buck

Whiplash:

The temptation to "learn how to play their game" is likely strong but it is not a path I recommend or can offer tips on.

Unhealthy, unproductive, political or bureaucratic wrangling takes a nasty hold when those who should know better are not skilled enough to lead or emotionally/ethically developed enough to take responsibility for their own decisions or actions.

These two sound like they are seeking their power in ways we all learned were wrong in preschool, out of desperation or a feeling of entitlement they drag others into their mess. You cannot ethically succeed by trying to play their game, are not likely to professionally succeed by playing their game. As for being "less than honest, I caution against that temptation on all fronts. Honesty is powerful, and unlike much of what goes on around us honesty is totally within your control.

My advice to you is to:

- Remain functional no matter the state of dysfunction you are surrounded by. You cannot fix a lousy boss (or wife, or brother) but you can keep your head and not fall into the traps these kind of individuals set for you.
- Stop concentrating on surviving their crap and start to identify your own definition of being successful, then follow that path.
- Pick up the book *Working With You is Killing Me: Free yourself from Emotional Traps at Work*, by Katherine Crowley, Kathi Elster. The reader is taken through several styles of totally awful working scenarios and introduced to tactical plans to address them. (just like working with a coach,☺) All scenarios will require your understanding your own definition of success and may require your making some difficult choices.

Whiplash, I have been in your shoes and totally feel for your frustration, believe me with honesty and a little work you can define the functional path you want to be on and these two will have lost their power over your day to day. **Good Luck, Kristin**

Coach: Coach seems like a very flexible "title", anyone can say they are a coach, what does it really mean? What credentials can I ask for to know that the coaches I am looking at are qualified?

Curious

Curious:

Anyone can and many do call themselves coach, you are right to be cautious; currently I know of no countries that require certification to practice as a coach, while some US states are making moves to regulate the profession. Coaching certification has become an industry onto itself; a number of sources offer valuable tools along with a certificate, but many more are just clearinghouse for collecting \$\$\$.

When hiring a coach you need to do your homework, look at their experience, check references, and explore website or writings. Interview them, most offer a free initial consult. Check out their "style" you need to be comfortable. I have referred out as many people as I have taken on because the fit was not correct. Expect your coach to provide honest, sometimes difficult feedback, tactical plans and tangible results. **Kristin**

Eager:

It is great that you want to be helpful, and I love that you are sculpting your career to achieve a happier balance for you (your wife).

Perhaps instead of fighting against filling the experience gap your new company has- embrace the problem. Be the leader you already are...and part of being a successful leader is communicating to and educating those around you.

Directly and clearly without anger or ego remind your boss that you have already put in your time and that the buck no longer stops here. Then offer to help, to advise, even to mentor the current less experienced management staff, but make it clear that you won't be taking on their responsibilities, staying late or taking the office home with you anymore.

By addressing the situation head on you may help to open up options that are a great fit and benefit for all parties. **Kristin**

Coach: How do I get employers to overlook my slight speech impediment to see that I would be great for the job even with it.

Anon

Anon:

We don't get others to do anything in life; the choice has to be theirs. If the speech impediment is a non-issue than you need to commit to treating it like a non-issue. That means never assuming your speech pattern is the reason you did not get a placement.

Grant it there are those, in hiring positions, that are not evolved enough to relegate gender, weight, age, speech impediment.... as the non-issues they are. If you are certain (not assuming) that is the case, with you, and still think the position is the right one for you, then face the monster head on (monster being the issue not the evolutionarily challenged hiring manager)

Honest and to the point, tell them you can see they are concerned that your unique speech pattern is an issue and assure them they need not be. It cannot hurt the situation and may inspire some enlightened thinking on their part. **Good luck, Kristin**

Have a concern you think may qualify as workplace discrimination issue? Go to the US Equal Employment Opportunity Commission websites disabilities and discriminations page for a list of [formal guidance documents](http://www.eeoc.gov/laws/types/disability.cfm).

Organizational Development

Computer Based Training can be delivered effectively and efficiently

By Joanne Fleckenstein

With Summer winding down and Fall on the way, this time of year brings a sense of change. Leaves will turn, temperatures will cool down, and many will begin a new year of school.

In the workplace budgets will be planned, new strategic goals and visions will be developed, and many of us are beginning to think about what we wish to accomplish on a personal and professional level in the near future.

With budgets being tight, and performance expectations increasing, we all face the challenge of doing more with less. In many industries, benefits for training are being cut or eliminated. For an employer, professional development is critical to the sustainability of high levels of output and for maintaining a competitive edge over rival organizations. It is a critical element to retaining talent and developing performers with potential.

There are several ways in which professional development can be delivered. One way is via a classroom where there is face to face interaction. However, this method of delivery can be costly in terms of administration costs, employee time, special equipment, space, and travel costs, especially for global corporations.

Most professional development and learning can be delivered using a Computer Based Training (CBT) web platform. This method is on the rise in many corporate environments. CBT is attractive and effective because of the potential to reach a wider audience, thereby expanding rather than limiting the number of participants at a much lower cost.

...researchers found that retention of the material six months later was higher for those who took the web-based training...

It can be made available any-time anywhere which is a big plus in a global environment. There is more flexibility in regards to managing one's time, and the message being delivered is more consistent because everyone is getting the exact same information in the same way.

Many CBT packages or applications allow for a wide variety of training techniques incorporating different mediums of technology. By employing the use of videos, websites, and real-time application of the material being presented, learning courses can be very creatively designed to appeal to almost all learning styles. Additionally, CBTs can be assigned, tracked, and scored easily, thus reducing the costs associated with those administrative tasks of traditional methods of instruction.

There have been several studies conducted to determine the effectiveness of Computer Based Training. In one such study, the researchers found that retention of the material six months later was higher for those who took the web-based training than those in the classroom setting.¹

In an article that appeared in an issue of Nation's Restaurant News, both University of Subway and Dunkin' Brands' Online University have benefitted from using web-based learning in the areas of productivity and efficiency.²

Organizations are impacted as well. In a study conducted at North Carolina State University, researchers examined the relationship between online education and organizational change from the administrator and faculty's viewpoint. The resulting conclusion was that the incorporation of using web-based learning had an impact on the college's culture, most notably for the facilitators. Although it involved more work initially, instructors were more enthusiastic, while moving from lecture to facilitation.³

So while you are busy planning your budget, developing goals and objectives, and thinking about personal and professional development, keep in mind that Computer Based Training can be delivered effectively and efficiently with good results, and any resulting organizational change might increase one's level of enthusiasm and engagement.

¹ Web-based vs. Traditional Classroom Instruction in Gerontology: A Pilot Study. Journal of Dental Hygiene. June 22, 2005. Gallagher, Judith E.; Dobrosielski-Vergona, Kathleen A.; Wingard, Robin G.; Williams, Theresa M. ²Nation's Restaurant News 40.33. August 2006, p22. Julie Ritzer Ross. ³Online Education and Organizational Change. Community College Review 37.1 July 2009, p81. Regina L. Garza Mitchell.

Opinion

Disappointed

By Kristin G. Bainger

A recent series of national polls reported that between 65 and 76% of Americans believe that building a mosque a few blocks from the site of ground zero is inappropriate or insensitive. When the respondents were asked "Do you think that Muslims have a constitutional right to build a mosque there?" 32-47% (republicans 53-62%) responded "No".

I don't want to debate the legal non starter nature of this issue, discuss political wrangling or split hairs over definitions and semantics, I'm happy to leave the untwisting of facts and spin that have stirred the pot and distorted the dialogue around this subject to others. I want only to address the majority response to specific statements and what that response says about all of us.

A great many people had an emotional reaction when hearing about the proposed building site. I too had an immediate gut reaction to the news, I was thrilled. Happy that there would be a monument to the good that the Islamic faithful in our nation represent. Pleased that there would be a place so close to ground zero to gather and re-build community. I wanted to support a positive action that was in striking contrast to the horrors a religious fringe element had perpetrated on our nation.

I never considered the choice of location inappropriate or insensitive. Inappropriate is wearing a t-shirt to a job interview. Insensitive was the Nazi march in Skokie, Illinois.

The current majority opinion is disappointing because it exemplifies a willingness to embrace hate speech about Muslims as truth. There were no protests, media attention or need for polls when Christian gatherings, buildings and memorials were introduced in Oklahoma City after Timothy McVeigh, a practicing Catholic and self identified patriot, bombed the Alfred P. Murrah Federal Building. Reasonable people understood that there was no legitimate connection between the guiding principles of the vast majority of patriotic Catholic/Christian Americans and the terrorist act of McVeigh and his radical associates.

Today, the majority of Americans are not appropriately separating the horrific acts of the fundamentalist on 9-11 from millions of law abiding citizens who peacefully practice Islam. Equally as disappointing are the number of Americans who feel that constitutional rights are fundamentally less important to protect if those rights are being exercised by someone who practices Islam.

Cont. on pg. 5

Disappointed -Cont. from pg. 4

“True patriotism hates injustice in its own land more than anywhere else.” Clarence Darrow

We are a young nation, born of a people who fought and won the right for all her citizens to practice their faith freely, without prejudice or persecution. A nation of immigrants and outsiders who have an imperfect history of choosing leaders and abusing minorities who are once again choosing to point a finger at an entire population of Americans while telling themselves their prejudices are a reasoned and patriotic response to the gruesome acts of right wing fanatics and radicals.

Disappointment all around, with the hate speeches, with those who rally around others hate speech and call it patriotism and most especially with those among us who know better but decide it is not our problem, so we say nothing.

Secrets of Mental Mojo™ –first in the Series

By Roxanne René

It is great to be alive in 2010! When we look at food supply, access to medical care, survival rates for the very young, life expectancy and material comforts, most of us are better off than the vast majority of people who have ever lived on this planet.

We are richer than the richest kings of old, who could never have imagined things like supercenters, drive-thru cuisine, microwave ovens, antibiotics, outpatient surgery, MRIs, neonatal intensive care, vaccines, retirement communities, automobiles, airplanes or surfing the Internet with an iPhone. It stands to reason that we should be among the happiest people in the whole history of the world, right?

And yet, cross-cultural studies show us that the more “modern” a society’s way of life, the higher the rates of stress, anxiety, depression and chronic degenerative illness. As individuals and as a society, we’ve lost our mental mojo.¹ Our brains, and therefore our bodies, just aren’t functioning as well as we need them to function.

What’s going on? Human brain researcher Dr. Stephen Ilardi² explains that for the vast majority of our life on Earth, humans have been hunter-gatherers. Genetically, we still are. When you take a hunter-gatherer body and force it to live our modern lifestyle—a lifestyle marked by constant

...we’ve lost our mental mojo.¹ Our brains, and therefore our bodies, just aren’t functioning as well as we need them to function.

anxiety, sensory overload, relentless pressure, limited physical activity, sleep deprivation, separation from nature, countless toxins and social isolation—you get an unending stress response.

The typical flight-or-fight stress response of the human body was designed to last for a very limited time. Within an hour of meeting a tiger, for example, you either escaped the tiger, or you were inside the tiger—crisis over. Yet we live every day with a continual flight-or-fight response occurring in our bodies, and our brains simply were not designed to handle it.

This results in profound consequences for our health, including sleep disturbances, anxiety disorders, malfunctioning immune systems, long-term internal inflammation resulting in myriad chronic degenerative diseases, mental illness and brain damage. The ongoing stress response ultimately interferes with our ability to eat, to think, to work and to enjoy our lives at all.

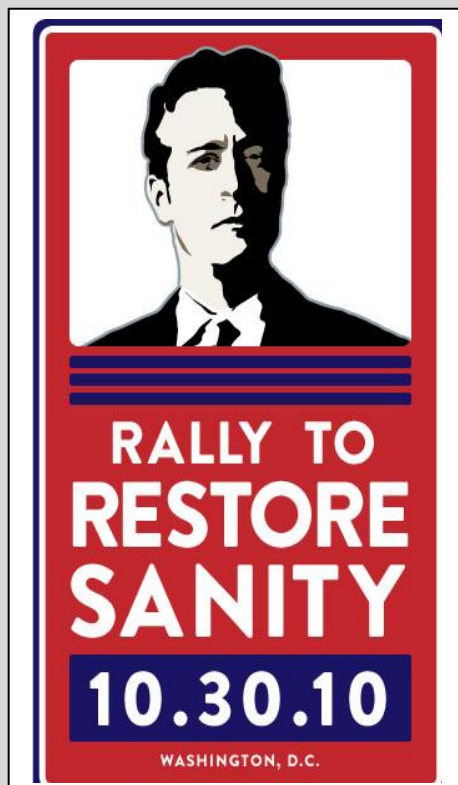
Here is the astonishing truth: modern-day hunter-gatherer bands do not suffer these conditions, even though they live very difficult lives without our material comforts or our medical advances and despite the fact that they are much more likely to experience tragic, life-altering events than we are.

Why? Because their lifestyle itself is anti-stress, anti-anxiety, anti-depression and anti-chronic degenerative illness—in their lifestyle, they do things every day that change the human brain more powerfully than any medication out there! (I am not anti-medication; I simply understand that medication has limits as well as side effects that can be quite challenging).

The great thing for us is that when we add basic elements of a healthy lifestyle back into our daily life, our brains respond in amazing ways. All those conditions resulting from the ongoing stress response described earlier can be reversed or, at the very least, symptoms can be lessened so that our quality of life dramatically improves.

What are these elements? They are the *Secrets of Mental Mojo*,TM and each month; this column will outline a different lifestyle secret to keeping your brain healthy. As you incorporate these simple practices into your daily routine, you will absolutely transform your life—more happiness, more energy, more peace, more wellness and powerful, personal mental mojo. Practice the *Secrets of Mental Mojo*,TM and you will...

...Live. Well. Today!



Secrets of Mental Mojo™

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RESTORE: the impact of sleep™

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RELATE: the impact of social connections™

REFOCUS: the impact of thoughts™

RENEW: the impact of spirituality™

¹Mojo is a slang term used to denote self-confidence and self-efficacy...the “it” that gives you an edge...your ability to function well and to succeed in your own life. ²Dr. Ilardi’s book, *The Depression Cure*, presents groundbreaking research documenting the impact of therapeutic lifestyle changes upon the human brain.

Overheard at the Filling Station...

“A Skeptic wants answers to believe in, a cynic has given up” Cathy Tisdale

Truth is the only thing you can never get wrong. When striving to be truly successful it is pretty powerful to have a skill that you can never get wrong. kgb

10 Steps to a Successful Life: 1. Speak the Truth

No one would argue against telling the truth as a positive life aspiration...But, as a society, we have developed and embraced an unlimited amount of excuses for being untruthful. We lie without hesitation to avoid uncomfortable situations, to impress, to gain attention, position or money. All of that effort and yet I have never actually seen a long term success born of untruths. Speak the truth, embrace the truth; you will find the lifelong relationships and success you seek.

2. Work Hard
3. Embrace Your Problems
4. Be Kind to Yourself
5. Give Credit and Support to Others
7. Be Accountable-When You Mess Up Fess Up
8. Believe In Yourself
9. Define Your Goals and Make a Plan
10. Leadership is About Serving others, Not About Being Served

Energy Management

This series examines effective, practical, healthy use of physical, mental, emotional and spiritual energy with the aim of peace, balance, happiness and effectiveness.

Conscious Non-Attachment...

Caring While Not Caring!

By Coach Michele Caron

An office is a funny place. There are all sorts of deliverables, deadlines, goals, etc. to be met, and everyone is working very hard (or not working so hard) to meet them.

Our typical habit is to be emotionally attached to the outcomes...If a deadline is not met, we get upset, our supervisor is upset, everyone is upset. This emotional driving factor is meant to (or so we think/feel) push us, motivate us towards getting things accomplished.

However, this type of motivation has its costs. Unless you work in an extraordinary organization, there are going to be many occasions when

When you are not mentally/emotionally off balance, you can more quickly move on to the facts of the moment, and what is the next appropriate action. No time or energy is wasted on resisting what is.

We should make the distinction between non-attachment, and *detachment*, which can look the same on the surface, but is in fact, emotionally, the opposite. Detachment means you disconnect your heart from the whole situation...“Who cares about this anyway”, “the customer never sees this anyway”, “it’s Friday”...These are the comments of the detached. Detached people do not do their best work.

Arguing with the truth is a losing battle, or as Byron Katie says, “When I argue with reality, I lose – but only 100% of the time.”

unexpected complications arise. If there is emotional upset every time things seem to be delayed or going off track, significant amounts of energy are going to be lost, and that compounds the problem of the initial complication.

Conscious non-attachment involves a mental and emotional stance in which you aren’t particularly attached to *if* the desired outcome occurs, or occurs on time. You have contingency plans either way, and you aren’t going to waste time and energy being upset with what is true. Arguing with the truth is a losing battle, or as Byron Katie says, “When I argue with reality, I lose – but only 100% of the time.”

With conscious non-attachment, you care very much, while not caring how it turns out. Your heart is engaged, you are present in the moment, you care about doing your best work, you have caring and compassion for the people around you and for the consequences resulting from your actions. You have access to your emotional energy, yet you always keep your balance.

Great leaders are emotional leaders. That starts with emotional leadership within yourself. Be prepared on all levels for whatever may occur. You’ll be able to move much more quickly towards effective actions based on what *is*, instead of based on how you *wish* things were.

Michele Caron creator of www.MyLifeCoach.com, helps leaders maximize their mental, emotional, physical and spiritual energy, resulting in personal fulfillment, better results and transformation of their lives and environments.

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