

From Resistance to Renewal

*M*iriam and José are vice presidents of Scanlogix.* Miriam, the sales leader, and José, the operations chief, lead teams that are efficient and effective. Their colleagues do their work accurately and on time, and they generally focus their efforts on tasks related to achieving the immediate goals of Scanlogix.

A year ago, there was a palpable loss of energy in the team. The usual reports were produced on time and accurately, but they were devoid of insight and analysis. Team members seemed tired even at the beginning of the workday. And although Miriam and José had received substantial bonuses, they were anything but motivated. The moment their bonuses had been spent, they approached the parking lot each morning with a sense of boredom.

The same scene is repeated in organizations around the world: the nonprofit organization in New York, the professional practice in San Francisco, the school in Kansas City, the entrepreneur in Salem,

*All cases in this book are authentic and represent actual individuals and organizations. The names have been changed to protect the confidentiality of clients, and in some cases, the events portrayed are composites of several clients.

and the government office in Toronto. Hard-working and intelligent leaders have been seduced by the myth of efficiency: if they work hard and smart, rewards, motivation, and energy will follow. But as Miriam and José know well, this equation is deeply flawed. Yesterday's reward is today's entitlement; last year's outstanding effort is this year's expectation. Our most effective leaders are thus sucked into a vortex of meaninglessness and powerlessness. If they had to answer the question, "Why do you show up to work every day?" the best response they could provide is a feeble, "More." More money, more stuff, more bills, more accolades from the boss, and looking good for their thirtieth high school reunion.

Renewal Coaching asks, "Is this enough?" If your answer is yes, then you will be satisfied by the endless pursuit of efficiency and the infinite pursuit of more. Miriam and José, however, decided that the answer to the question was no. With the help of their Renewal Coaches, they started to ask profound questions about their careers—indeed, the most profound questions of their lives. The first time that José asked his team, "Why does your work matter?" his colleagues thought that he had gone off the deep end. They were stunned when he was unwilling to accept another report that ended in meeting pre-ordained goals. "I didn't ask if you met the goal," José calmly said. "I asked, 'Why does your work matter?'"

The resistance that Miriam met when she asked her team, "How will we respond if our division is closed next month because of international economic conditions?" bordered on belligerence. Miriam had been trained to be a positive thinker, and her team had been nurtured on a steady diet of her cheery optimism. This was the first time they had been challenged to consider the impact of failure, defeat, and loss. Their group commitment to the power of positive thinking implied that if loss happened, it was permanent. Loss means death, and the hole created by loss was a descent into the abyss from which

no one ever emerged. Some of Miriam's team members had experienced personal and professional loss, and they were uncomfortable with the topic.

When Miriam asked, "How will we respond to loss?" the group's emotional response was that loss was an unspeakable subject. They became suspicious, asking, "What do you know? Is our department going to be eliminated? Why didn't you tell us? Are we going to lose our jobs and our homes?" Miriam replied with assurance, "There is no threat to your jobs, and our performance has been fine. In fact, it's been great. But we must be able to have a rational conversation about resilience—how we can bounce back from loss and defeat. If we can't have that conversation now, we won't be prepared for it when times are tough. We need to ask now, not later, how we find meaning in our jobs and in our lives from sources that are beyond our current goals." This was unusual talk indeed from someone who was known as a bottom-line manager, and the team was not sure how to respond.

The defining moment for these teams came from neither a corporate crisis nor an economic calamity. Miriam's executive assistant, Malcolm, normally the rock of the organization who was known for coming to the office no matter how sick he was, missed several days in a row. Within a few days, the entire organization knew the reason: Malcolm had pancreatic cancer. He was willing to try chemo and radiation, but everyone knew the score, and Malcolm was way behind.

A new sense of purpose soon emerged, with self-organized teams taking food to Malcolm's home every day. José and some friends in and outside the firm pitched in to repair Malcolm's roof before winter set in. Miriam's colleagues took Malcolm's mother to the Metropolitan Opera, a lifelong dream and something she had hoped to do with Malcolm.

José and Miriam marveled that they had never seen such motivation, initiative, efficiency, and caring in the pursuit of corporate

goals. Their teams had certainly been successful, but they had never been superlative. Why were they so much more effective now? The only answer, Miriam and José concluded, lay with Malcolm.

As experienced leaders, they had seen glimpses of extraordinary performance in the past. But this was the first time that they put the pieces together. Exceptional commitment is not produced by the pursuit of a 2 percent gain in return on equity or any other ephemeral objective. Rather, Malcolm's tragedy represented the opportunity for team members to pursue the greater good, an objective that promises no return—no bonus, no reward, no commendation, no recognition. The greater good offers nothing except redemption and renewal.

We don't know the end of the story. Malcolm still has cancer, and Miriam and José still have corporate goals to meet. But the team members and their leaders have been transformed. They no longer shuffle into work counting the seven hours and fifty-nine minutes before they can shuffle out. They no longer waste energy and time in watercooler politics. They no longer invest emotion, energy, and time in complaints that could be devoted to their commitment to today's greater good. They spend their coffee breaks checking in on Malcolm's mom; they donate their accumulated leave so that Malcolm stays eligible for the company health care plan; they e-mail stupid jokes to Malcolm's kids. And yes, they achieve—even beat—their corporate goals. After all, if they don't achieve their goals, they won't be there for Malcolm and his family.

Miriam and José may not be exceptional leaders, but they are extraordinary with regard to the transformation that they made from efficiency to renewal. Along with their team members, they gained a new perspective, forsaking efficiency for renewal. They know that disappointment can be far deeper than missing a quarterly objective. Real resilience is the ability to bounce back from any defeat, any disappointment, any tragedy.

The story of Miriam and José is repeated in a thousand variations every day: the company threatened with takeover, the development of a disruptive technology that can destroy an industry, the school threatened with state takeover, organizations overwhelmed by the departure and arrival of leaders, market changes rendering obsolete today's products and services, and the loss of loved ones, friends, and colleagues. Disruption is not always in the form of a fast-moving cancer, but disruption is certain in every enterprise. Every sentient leader knows, deep down, that efficiency and effectiveness are insufficient allies in a world overwhelmed by the clouds of change, fear, and loss. The answer is not, as the popular press would have it, to become faster, better, and cheaper. The answer is not efficiency and effectiveness. The answer is neither power nor strength in conventional terms. The answer is renewal.

Renewal Coaching Defined

*A*re you really ready to change? This is the essential question that coaches and clients must face before they begin the challenges of Renewal Coaching. Renewal Coaching is a framework for helping people and organizations achieve sustainable change in pursuit of the greater good. It is equally important to identify what Renewal Coaching is not. It is not another tired formula to improve efficiency. It is not a consulting equation to solve productivity problems. It is not a strategy to promote comfort and self-satisfaction. It is certainly not a pabulum for promoting complacency with the present state of affairs. At its core, Renewal Coaching is about doing important work, work that has meaning beyond quarterly objectives and performance goals. In contrast to the transient impact of management tricks and illusions, Renewal Coaching provides enduring and sustainable change precisely because it anticipates disappointment

and loss. Renewal never happens in the fairytale land of unending success and uninterrupted happiness. Renewal is inextricably linked with resilience, and resilience is inevitably the result of loss. Research suggests that for most people, enthusiasm for change far outstrips action. Even when the case for change is clear and compelling, powerful emotional and psychological forces stand against change. Deutschman (2007) recounts the stunning findings of medical research that reveals that even when patients are facing a death sentence if they fail to change—the consequences for heart surgery patients who continue to smoke and overeat—the odds against change are staggering. Kotter (1996, 2007) demonstrates that organizations are no better than individuals when it comes to adapting to essential changes, and he estimates that more than 70 percent of organizational change initiatives fail.

Renewal Coaching has a uniquely transformative impact on individuals and organizations. Whereas current coaching frameworks focus on individual and organizational performance, the multidimensional perspective of Renewal Coaching provides the optimum intersection of individual performance, organizational performance, resilience, renewal, and a focus on the greater good. This is not naïve idealism, but rather a critical component of sustaining effective change. While short-term pressures, threats, and rewards can sometimes create a sense of urgency for initiating a change initiative, these motivators are never enough to sustain those initiatives. This is why organizations abandon the vast majority of even their most successful change initiatives. Ultimately the rewards and punishments associated with achieving short-term objectives are insufficient to sustain change. Therefore, even currently popular coaching frameworks that appear to be effective in the short run are not sustainable unless coaches apply the principles of Renewal Coaching.

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What Is Renewal Coaching?

Renewal Coaching is an approach to personal and professional development that develops the individual *and* the organization in service of the greater good. The results of Renewal Coaching include sustained personal and organizational energy to create and implement change that transcends the vision of leaders and teams. Organizations do not engage people with the rallying cry, “Let’s give our all for the organization!” and they do not fire the imagination with goals for quarterly revenues and profits in business or professional practice, test scores in schools, or grants received in a nonprofit organization. These achievements are certainly important—indeed necessary—for organizations, but they do not alone create renewal. We must ask the essential question of Renewal Coaching: What can we create together that matters for all of us and for the world? This is not hyperbole but a multigenerational imperative. Millennial generation members who entered the workforce in the twenty-first century expect employers to have a commitment to the planet, and their colleagues who are twice their age are reconsidering the narcissism of an earlier era and asking if there isn’t more to meaning than the balance in their pension fund.

Perhaps the aspiration to change the world and create a greater good seems far-fetched to the reader who thinks, “That’s a fine idea in theory, but I have immediate needs right now. My team needs to improve its performance, and I need to improve my leadership skills.

We need results, not platitudes.” Fair enough. Let us consider the results of one organization that unabashedly reaches for the stars.

Google was recently named the most innovative company in the world by *Fast Company*, the leading journal of innovation for twenty-first-century organizations (Salter, 2008). How has this exceptional organization maintained its success as it has grown more than a thousand-fold in less than a decade? The answer is a common refrain from the engineers to the executives to the people in the kitchen: *We want to change the world; anything less just isn’t very inspiring*. *Fast Company* journalists are trained to smoke out hyperbole and on a regular basis skewer self-important business leaders whose slogans outpace their performance. But the deeper they dug into Google’s culture, the more they found a commitment to changing the world for the greater good.

Google’s commitment to idealism is entirely compatible with a commitment to delivering value for customers, shareholders, and employees. While many other technology companies have suffered financial setbacks and their stocks have been battered in the market, Google’s revenues, profits, and market value continue to be strong, despite the record economic challenges of 2008. The pace of Google innovations is measured in weeks, not years, and the company’s engineering teams deliver a dizzying array of new products every year. At the same time, the company’s commitment to philanthropy (the company-funded foundation has more than \$1 billion in assets), environmental awareness (Google is a leader in carbon-neutral corporate responsibility), and organizational climate (benefits are exceptional and employees are permitted to work up to 20 percent of their time on self-selected projects, often related to the passion for service and justice shared by many employees). This commitment to the world beyond an individual, job, department, or organization is the essence

of Renewal Coaching. Indeed, it is the distinction between traditional coaching models and the multidimensional approach in this book.

Paul Hawken (2007) has documented the power of renewal for large and small organizations, profit and nonprofit, throughout the world. In addition to reaching their revenue objectives, they are committed to social justice and environmental restoration. Without hierarchy, mandates, or manipulation, these organizations have employed the power of networks to make changes that are meaningful, large in scope, and unusually rapid. Our own experience with the power of renewal includes a dizzying variety of people, from stonemasons to shoe salesmen, from CEOs to teachers, from scientists to frontline managers. In the following pages, you will meet some of these people whose commitment to renewal for the greater good demonstrates that the power of these ideas transcends occupations, industries, and national borders.

ESSENTIALS OF RENEWAL COACHING

Renewal Coaching takes place within a framework of seven essential elements:

Recognition—Finding patterns of toxicity and renewal

Reality—Confronting change killers in work and life

Reciprocity—Coaching in harmony

Resilience—Coaching through pain

Relationship—Nurturing the personal elements of coaching

Resonance—Coaching with emotional intelligence

Renewal—Creating energy, meaning, and freedom to sustain the journey

Although these elements are not necessarily sequential, they are mutually reinforcing, and therefore are all essential to achieve the full value of renewal.

When individuals and organizations commit to this framework, they find that while typical management and leadership strategies drive performance, Renewal Coaching and a focus on the greater good draw performance. The difference is profound, particularly when organizations face challenging times. Performance-driven cultures can be sustained by bonuses, recognition, and what psychologists call extrinsic motivation (Slavin, 2006). But in a Renewal Coaching organization, performance is drawn not with short-term rewards, but with the bone-deep conviction that our work matters far beyond the achievement of quarterly objectives. On the surface, this may seem to be a moral or philosophical distinction that organizations can ill afford when the competitive environment demands high performance. But in a startlingly counterintuitive synthesis of the evidence, Kohn (1993, 1999, 2005) concluded that the typical punishment and reward system so revered by Western culture simply does not work. In fact, it is counterproductive. When people become habituated to rewards, both economic and verbal, they are incapable of sustaining the work simply because it is valuable work.

Envision a continuum from narcissism at one extreme to monastic self-denial at the other. One extreme asks only, "What's in it for me?" The other extreme diminishes the individual to the point of self-sacrifice. Renewal Coaching rejects both extremes as it challenges people to seek an ultimate source of energy that is beyond rewards, recognition, and punishment, but also does not demand self-sacrifice, which by definition is not renewable. Renewal Coaching is the golden mean in which great work is sustained by neither self-defeating rewards nor self-limiting sacrifice, but by the energy associated with

a thoughtful commitment that includes relationships and resonance, essential elements of the Renewal Coaching framework.

A FRAMEWORK, NOT A MENU

We caution that these components are not a menu from which readers can choose (“I’ll take some of the renewal, please, and a couple of relationships”). As researchers, we understand the value of equivocation and necessity of caution in expressing conclusions. Nevertheless, the evidence is clear on three key points. First, every change requires dissonance. This is what Mezirow (2000) calls the *disorienting dilemma*. Without dissonance, either the change was an illusion in the first place, or it was so insignificant that it lacked impact. That change requires dissonance is a universal law. Second, sustainable individual and organizational change requires renewal, the energy to complete the journey. In the short term, we can perform tasks, from losing weight to running a marathon, from improving organizational efficiency to implementing better-quality controls. But even effective change efforts fade over time without renewal. Third, renewal requires the previous six components of the framework: recognition, reality, reciprocity, resilience, relationship, and resonance. Without recognition, we lack the understanding of what must change. Without reality, we fail to acknowledge the difference between the ideal and real states of performance. Without reciprocity, we fail to share experiences and vulnerability. Change is an isolating and lonely experience, and without reciprocity, the isolation can cripple personal motivational and organizational momentum. Without resilience, the pain of change will become immobilizing. Without relationships, the interpersonal support essential to sustainability will evaporate. And without resonance, the void of empathy and other critical emotional

intelligence characteristics will undermine even the most determined coach, client, and organization.

Why Traditional Coaching Efforts Are Not Enough

There are four prevailing models of coaching, displayed in Figure 1.1. Coaching models on the horizontal axis are divided between those that focus on personal and organizational performance; on the vertical axis, they are divided between the models that focus on therapeutic and performance objectives. By “therapeutic,” we do not mean to imply a formal medical or psychiatric intervention, but rather the nuance of a phrase in the *American Heritage Dictionary* definition of *psychotherapy*, which notes that the goal of the practice includes “changes in behavior leading to improved social and vocational functioning, and personality growth.” The application of these two axes yields a matrix that describes the four prevailing systems of coaching. The personal therapeutic model, in the lower left-hand column, is widely practiced by leading executive coaches. At its best, world-class coaches such as Marshall Goldsmith (Goldsmith & Reiter, 2007) focus on improving the behavior of individuals, with a typical emphasis on improved interpersonal skills, leadership, time management, and individual behaviors associated with improved effectiveness.

PERSONAL THERAPEUTIC COACHING

Far less effective are practitioners of personal therapeutic coaching, described by Barry Conchie of the Gallup Organization (2007), who notes that “a cadre of well-intentioned coaches peddles their wares in a ‘feel-good’ market that caters to the upper echelons of

physical performance, or other quantifiable goals exemplify the personal performance quadrant. Their appeal is undeniable because their purveyors can sometimes provide statistics that offer what buyers crave: short-term results. With a combination of rewards, punishments, incentives, embarrassments, celebrations, and humiliations, personal performance coaches can create change, at least for a while. Unfortunately, as Martha Beck (2007) reminds us, the research on the failure of most personal change initiatives is unequivocal: whether the desired performance is to stop smoking, lose weight, or increase the number of contacts made by salespeople, the record of long-term sustainability is a sorry one.

ORGANIZATIONAL THERAPEUTIC COACHING

The quadrant in the lower right-hand corner of Figure 1.1 represents the organizational therapeutic approach to coaching. When the objective is to encourage communication, reduce silos, or resolve conflicts, the organizational therapeutic approach can offer useful tools, including norms for meetings or signals designed to defuse potentially explosive situations. Coaching of this nature is particularly important when cultures clash, such as after a merger or acquisition or a change in senior leadership. If the stunningly low level of success of mergers and acquisitions is any indication, then cultural clashes overwhelm theoretical synergies almost every time. The same phenomenon occurs in the public sector, when changes in a majority of the boards of trustees of school systems and nonprofit organizations frequently lead to a change in executive leadership. Therefore, although organizational therapeutic coaching may help to address short-term conflict and communication, it frequently fails to address the underlying causes that led to the adversarial behavior in the first place.

ORGANIZATIONAL PERFORMANCE COACHING

The fourth and final traditional coaching framework, organizational performance, is in the upper-right-hand quadrant of Figure 1.1. Here the coaching claims extend to systemic change, a laudable, if rarely achieved, goal. John Kotter (2007) of the Harvard Business School, one of the world's leading authorities on changes in organization, laments that more than two-thirds of change initiatives are never even implemented and an astonishing 90 percent are never implemented as designed. Summing up mountains of research on the organizational change around the world, Hargreaves and Fink (2006) begin their landmark work, *Sustainable Leadership*, with the contention that change is "easy to propose, hard to implement, and extraordinarily difficult to sustain" (p. 1). Even short-term success, they note, almost always turns into long-term disappointment because "while heroic leaders can achieve great things through investing vast amounts of their time and energy, as the years pass, this energy is rarely inexhaustible, and many of these leaders and the people who work for them ultimately burn out" (p. 2).

SUMMING UP TRADITIONAL COACHING

In sum, traditional coaching has been an insufficient remedy for the failures of individual and organizational change. Whether focused on salving the ego of an executive or focusing on legitimate performance needs of the individual and organization, the four existing coaching frameworks inevitably hit the nearly insurmountable obstacles of fatigue and ennui. Let us be clear: these obstacles are not the fault of a coach or a leader, but a natural part of the cycle of change. Practitioners within the four prevailing coaching models include coaches and clients who are sincere, honest, and competent. But they

are rarely effective over the long term. Traditional coaching models are a victim of their own success, preferring the comfort that they create over the transformation to which they aspire. Only a coaching system that anticipates the need for renewal and works through the psychological and organizational barriers to sustained change will provide enduring results. Efficiency and effectiveness are necessary but insufficient qualities for sustainable change. At best, they lead to an extraordinary amount of intellectual and emotional energy, time, and resources devoted to the execution of initiatives that may not be sustainable because they lack the focus of Renewal Coaching, the Greater Good.

A Better Way: Sustained Change Through Renewal

There is a better way, and that is the subject of this book. Although there is nothing wrong with the focus on traditional coaching modeled on personal and organizational performance, these therapeutic and organizational orientations are insufficient for sustainable change. Consider Figure 1.2. In the lower right-hand quadrant, we consider where many clients are today. They are already engaged in a number of effective coaching programs. They are better time managers and project managers, improved personnel managers, and they have a well-aligned series of strategies to support their organization's mission and vision. They are no doubt working very hard, yet something is missing. The occupants of the boredom quadrant don't have many complaints—they are meeting expectations and have engaged in a great deal of training. They are certainly better off than their counterparts who occupy the quadrant of despair. In the lower left-hand quadrant, we have the worst

Figure 1.2 Multidimensional Coaching

<i>Pursuit of Greater Good</i> <i>High</i> <i>Low</i>	Frustration Excellent insights, low organizational and personal impact NOT SUSTAINABLE	Renewal Meaningful work, important relationships, and flawless execution
	Despair Work without meaning or impact, so it takes forever to get very little accomplished NOT SUSTAINABLE	Boredom Excellent time and project management but the work has lost its meaning NOT SUSTAINABLE
	<i>Low</i>	<i>High</i>
	<i>Efficiency and Effectiveness</i>	

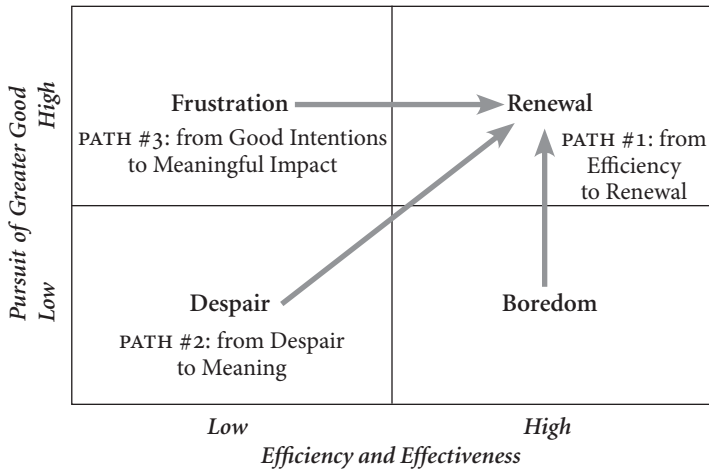
of all possible worlds, combining poor efficiency and effectiveness along with the pursuit of meaningless objectives. It is a toxic work environment in which people work aimlessly in pursuit of meaninglessness. It is the caricature on which comedy series, such as “The Office” and “Dilbert” are based. Of course, the reason that these comedies are successful is that they strike a responsive chord with so many people in the modern workplace. In the upper left-hand quadrant, frustration, we find a number of nonprofit organizations or the well-intentioned twenty-first century enterprise that aspires to be a value-driven company. Some of these companies have even put in their charitable goals and commitment to sustainable energy policies in their charters and bylaws, but when the reality of the demands for efficiency and effectiveness conflicted with idealism, the latter loses every time. You can’t contribute profits to worthy causes if you do not first earn those profits in the course of running an efficient and effective enterprise. You can’t sell virtue or market

self-righteousness. People who dwell in the Frustration quadrant sometimes airily dismiss the traditional pursuit of efficiency and effectiveness. These are the people who like to give long-winded speeches about the difference between leadership (visitation and dynamic) and management (dreary and mundane), all the while failing to understand that they cannot be visionary leaders without effective management of people, time, and projects. The path to sustainability lies in the upper right-hand quadrant, renewal. These people and organizations can cast a vision toward the horizon while keeping their feet firmly on the ground. They are motivated by the greater good and they believe that their work has deep meaning for people and the planet. They also know that establishing objectives, meeting goals, organizing projects, and keeping commitments are all part of sustainability.

There are three paths toward renewal (see Figure 1.3). The first path illustrates the journey from boredom to renewal. This is the path frequently followed by clients who already have engaged in successful coaching. Their managerial skills are excellent and they are masters of people, time, and project management. They have a record of setting and achieving performance goals and are unquestionably effective and efficient executives. However, something is missing. Even when they achieve success and receive laudatory comments, there is something missing, a hole that is not filled by quantitative goals alone. In order to achieve sustainability, they must follow the path from efficiency and effectiveness toward renewal. Note well that this is not a rejection of the skills, knowledge, and capacities that led them to high levels of excellence. It is simply that, as unpopular a notion as it may be to say, excellence alone is not enough.

The second path is from despair to renewal. This is the most challenging and circuitous journey, because those who are stuck in the quadrant of despair hardly know where to begin. They are

Figure 1.3 Three Paths Toward Renewal



overwhelmed on a daily basis for lack of the most basic time management abilities, and they lack a sense of meaning in their work. They might be working very hard, but they are working with futility, growing weary while not accomplishing very much. Even when they finish a task, they are unable to find meaning in the completed work. Although the second path appears to be linear, this is an oversimplification. As the arrows indicate, it may be necessary for those in the quadrant of despair to first improve basic time management skills. For those emotionally overwhelmed, it may be necessary first to find a greater sense of meaning in pursuit of the greater good. One thing is certain—each additional day in the quadrant of despair is a soul-killing way to live. The third path, from good intentions to meaningful action, is taken by those whose commitment to the greater good is undermined by their ability to transform noble intentions into actions and results. This path is the challenge for many volunteer organizations as well as those commercial enterprises that have become too internally focused. Organizations and people in the

frustration quadrant are almost always caring, decent, and passionate people. But they soon learn that earnestness is no substitute for execution.

The goal of this chapter has not been to disparage traditional coaching models but rather to suggest that many coaching relationships, however effective they may be, can be reenergized by the Renewal Coaching framework. Coaches that have helped bring order out of chaos for individuals and organizations have performed enormously valuable services. They have helped organizations to clarify their vision, establish strategies, and create action plans to execute those strategies. Businesses and organizations of every stripe depend on these coaches. We suggest, however, that there is a second act to many of these coaching relationships, if only the coaches and clients are willing to acknowledge that their journey is not done. The telltale signs of boredom are warning signals that the changes the client has made are not sustainable without a new focus on the greater good that will lead the client toward renewal. Similarly, personal coaching relationships that have helped clients find meaning, hope, and value are of exceptional worth in giving the client the gift of hope. But hope without action is a prescription for frustration. Thus for these clients, the coaching relationship can be fruitfully extended by a greater emphasis on building capacity for effective effort. Each part of the Renewal Coaching framework will help coaches and clients move along one of these three paths toward renewal. In the next seven chapters, we will consider how each element of the framework can be used to help you on your journey.

Storber and Grant (2006) have marshaled impressive research from business, educational, nonprofit, medical, and governmental organizations. Using a combination of large-scale quantitative studies and detailed case studies, they come to the overwhelming conclusion that effective coaching not only provides measurable gains in

interpersonal skills and executive efficiency and effectiveness for the coaching client but also delivers measurable results for the client's organization. Efficiency and effectiveness alone, however, are not enough. What will sustain the coaching relationship over the long term are the added dimensions of resilience and the pursuit of the greater good, and it is the combination of these factors that will give power and meaning to every coaching relationship, whether it is long established or a new beginning.

The term *coach* is widely used to refer to a wide variety of different services. For the purpose of this book, we offer a clear distinction between consulting, the provision of solution-based services to address specific problems, and coaching, the building of capacity using a framework based on systematic assessment, feedback, and inquiry. Our purpose in making this distinction is not to diminish the important role that consulting plays for individuals and organizations, but rather to distinguish the role of the coach. Consultants almost always require specific expertise, typically within the same industry, in order to analyze problems and consider alternatives and recommend solutions. Coaches, by contrast, deliver a great deal of benefit to the client through a variety of perspectives in many different industries. What the coach learns from working with clients in health care and nonprofit organizations, for example, can help provide important benefits to clients in business enterprises and governmental organizations. It is possible for the same person to be both a consultant and a coach, but it is unwise to mix these two roles within the same conversation. Coaches who also serve as clients can anticipate the demand from the client, "Just tell me what to do!" The wise coach will decline this opportunity, as it provides a short-term "solution" at the expense of long-term capacity building. To paraphrase the Chinese proverb, the consultant provides the bait, hook, and line, all the while pointing to the most likely part of the ocean in which

to catch the fish for today's meal. The coach takes the time to learn about the client, the client's environment, and the client's long-term need in order to support a lifetime of self-sufficiency.

Renewal Coaching does not require a client-coach fit based on matching professional experiences. It is simply not true, for example, that only a former vice president of finance can coach a vice president of finance, that only a former middle school principal can coach a middle school principal, or that only a former hospital executive director can coach a hospital executive director. This surprising finding is based on the distinction between consulting and Renewal Coaching. Consultants use expertise to solve problems. Renewal coaches deepen the ability of individuals and

WHAT RENEWAL COACHING IS NOT

- Evaluation of the client
- Consulting for the client to solve job-specific and industry-specific problems
- Back channel of communication between the client and the client's boss or other people within the organization
- A replacement coaching model that discards all current coaching models in the organization
- An opportunity for the client to emotionally vent without meaningful follow-up actions
- Therapy for clients who suffer from depression, anxiety, or stress-related disorders
- One-sided and passive, with the coach doing all the work and the client taking notes
- Easy—a quick fix for complex challenges

WHAT RENEWAL COACHING IS

- A framework for engaging clients and their organizations to improve performance in pursuit of the greater good. Renewal coaching can be used to create new coaching relationships or to enhance existing coaching relationships.
- A confidential relationship between client and coach.
- Direct feedback based on objective evidence, including evidence from the coaching conversations and other objective evidence provided by the client about the challenges at hand.
- Reciprocal listening and questions.
- Action oriented.
- Renewing—a source of energy, not a consumer of energy.

organizational to solve problems through a process of inquiry, reflection, and informed dialogue. This is not a competition because most organizations need both expert consultants and Renewal Coaching. When you are building a bridge, completing a tax return, or registering intellectual property with a foreign government, you need the specific expertise of consultants in those areas. Renewal Coaching helps to sustain people and their organizations so that their bridges, tax returns, intellectual property, and everything else that they do has meaning beyond a daily task list or quarterly objective. In brief, consultants help build tools; Renewal Coaching helps build people, relationships, organizations, and purpose. The Renewal Coaching framework provides a theoretical ideal. The question is, What does it look like in practice? In the next chapter, we listen in on excerpts from seven coaching conversations, each illustrating one of the seven elements of the Renewal Coaching framework.

TOOLS FOR RENEWAL COACHES

If you are an experienced coach, it might be helpful for you to have a copy of the figures in this chapter so that you can explain to your coaching clients how you are adding value through Renewal Coaching. For a download of these graphics, go to www.ChangeLeaders.com, and click on Renewal Coaching and select Support.