

A graphic of interlocking puzzle pieces in various shades of blue and black, arranged in a pattern that suggests a missing piece or a puzzle being solved.

EFFECTIVE GROUP COACHING

Tried and Tested Tools and Resources
for **Optimum** Group Coaching Results



Jennifer J. Britton

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***Tried and Tested Tools and Resources for
Optimum Group Coaching Skills***

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*This book is dedicated to coaches and group facilitators around the world
who are committed to refining their craft.*

*Also, to the teams and groups globally which I've had the privilege of
working, and learning, with.*

*And, of course, to Matthew and Andray, Mom and Dad, without whose
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Jennifer J. Britton
Toronto, September 2009

Introduction

Over the last few years, economic realities and client requests have propelled group coaching to become one of the most quickly evolving areas of the coaching profession. Moving out of its early adopter days, group coaching is starting to become recognized as a subdiscipline of coaching by coaches and clients, organizations, and individuals alike.

For years, there has been little written about the experience and foundation of group coaching. This book serves to finally put into the hands of coaches and group practitioners core information about what group coaching is, core skills, and best practices, as well as practical how-tos for designing, marketing, and launching your own group coaching programs.

This book provides a foundation and practical perspective on group coaching—what it is and how it differs from one-on-one coaching and training, ready-to-use tips and resources for coaches/practitioners in the development, implementation, and marketing of their own group coaching programs. Highlighted in this book are case studies from coaches who are undertaking this work with widely diverse groups around diverse topics.

Effective Group Coaching takes a practical, resource-rich look at group coaching—one of the fastest-growing parts of the coaching profession. Organizations, community groups, and individuals are discovering that group coaching is an exciting and sustainable model and process for learning and growth.

Written for coaches (both internal and external), HR professionals, trainers, and facilitators wanting to expand their work into this area, this book provides tested tips and tools. New and seasoned coaches will find *Effective Group Coaching* a practical road map and go-to guide when **designing, implementing, and marketing** their own group coaching programs.

Groups have been my passion since the late 1980s when I first started as an outdoor experiential educator and leader. My work with groups blossomed over the years to include work in the realms of facilitation, training, and performance improvement. As a global manager and director working in the international development sector, it was usually up to me to develop my teams and groups. Since 1988, I have run group programs in over sixteen countries and touched others virtually in many more.

I entered into the coaching profession as a professional coach in 2003, surprised to find that a coaching approach with groups was not widely pervasive. In fact, as I moved through my coaching certification in 2005, I could not even count my group coaching hours towards certification. In wanting to follow my passion—groups—and also to leverage my own skills and expertise in the areas of small group process and facilitation, I have been one of the pioneers in taking this work forward. Since 2004, having supported hundreds of coaches who were eager to launch their own group coaching work through the Group Coaching Essentials™ program, group coaching is now becoming mainstream.

As more and more coaches are adding their voices to what group coaching is and how it impacts the world, I have invited a number of coaches to add their voice throughout this book. I am pleased to be joined by other thought leaders and pioneers in the realm of group coaching, such as Ginger Cockerham, MCC; Suzee Eibling, PCC; Mary Allen, MCC; and Eva Gregory, MCC, as well as several other stellar practitioners who are breaking ground across a number of industries and issues: Deena Kolbert, CPCC, ORSCC; Maureen Clarke, CPCC; Lynda Monk, CPCC; Jill MacFadyen, ACC; Victoria FittsMilgrim, CPCC; Ann Deaton, PhD, PCC; Marlo Nikkila; and Rita Weiss.

As you read through this book you will notice that I often use a number of terms interchangeably, including participant and client, as well as coach and facilitator. It will no doubt become obvious to you that group coaching has strong roots in the realm of training and facilitation, as well as small group process.

I encourage you to engage fully with this book—mark it up, undertake the exercises, and create some accountability for yourself as you read through it.

OUR ROAD MAP

Throughout the book are various “In the Spotlight” and “Voices from the Field” sections, which spotlight real-life group coaching experiences and the voices of coaches undertaking this work. These will highlight practical strategies around what works and what you need as a coach to make successful group coaching programs happen. Group coaching programs range from in person work to virtual

phone-based programs, programs for the public, to programs run for small business owners, community groups, and managers.

The early chapters of the book set the context for group coaching. Chapter 1 will provide you with foundational information, such as What is group coaching? How is it defined? How does it differ from one-on-one coaching, therapy, workshops, facilitation? How is it the same? This chapter also includes a discussion on the Continuum of Group Process to illustrate the similarities and differences between different disciplines.

Coaching does not take place in a vacuum, and increasingly individual and corporate clients and sponsors are asking “Why is this work important? What impact does it really have?” Chapter 2 looks at the “Business, and Learning Case, for Group Coaching.”

Core principles of adult education, learning styles, experiential education, and group process form the foundation for work within the group coaching realm. Chapter 3 looks at “The Foundations of Group Coaching: The Essentials of Adult Learning.” This chapter will provide new insights, or a refresher, on these core topics.

Coaches, and other practitioners, are eager to not have to reinvent the wheel. Chapter 4 looks at “Core Skills and Best Practices for Group Coaching.” Throughout this chapter we will also hear from coaches across the industry with some of their best practices for group coaching.

The next set of chapters provides you with practical exercises, tools, and templates to help you design, market, and implement your own group coaching program.

Many coaches have great ideas for their programs but don’t know how to move from vision to actual program. Chapter 5 looks at “Designing Your Own Program,” and includes several core tools for design work, including the Group Coaching Design Matrix™.

With group coaching work taking place in person, by phone, and by web, Chapter 6 explores “Powerful Delivery Options” including virtual delivery in both phone-based and web-based environments. This chapter includes a short self-assessment for you to check your readiness for virtual work.

Chapter 7 covers “Essential Elements for Your Own Group Coaching Program” including core items you will want to add to your toolkit, questions for group coaching and other resources. The chapter also includes lessons learned from group coaches in the field.

Chapter 8 covers the essential topic of “Marketing Your Group Coaching Program.” Without clients on the phone or in front of you, the most important ingredient for group coaching is missing. This chapter covers seven core areas of marketing including foundational marketing principles, claiming your niche,

developing a powerful marketing message and creating a marketing strategy and plan. Specific considerations for marketing corporate group coaching is also included in this chapter.

Chapter 9 covers “Preparing for the Program—Systems and Logistics.” This chapter covers core business and program systems that will streamline your work, facilitating the entire program cycle—from design to marketing, registration, implementation, and evaluation. The chapter also covers core logistical tips and includes a group coaching checklist.

Coaches are often eager to learn from the past and avoid possible pitfalls in group coaching work. Chapter 10 covers “Implementation Tips and Pitfalls” to avoid in your group coaching work. Challenges faced by group coaches and suggestions from the field are also included.

This book would not be complete without the inclusion of group coaching exercises. The appendix includes a mini-toolbox of exercises for coaches and other practitioners to adapt for their own group coaching work.

For those interested in undertaking this work with a partner, or co-facilitator, you can download a bonus chapter on Co-Facilitation by visiting <http://www.groupcoachingessentials.com>.

This book is a starting point for a very diverse field. Add your voice to the diverse tapestry of group coaches around the world—visit the Group Coaching Ins and Outs blog at <http://groupcoaching.blogspot.com>.

CHAPTER 1

WHAT IS GROUP COACHING?

*A leader is best
When people barely know he exists,
Not so good when people obey and acclaim him,
Worse when they despise him,
But of a good leader, who talks little
When his work is done, his aim fulfilled
They will all say “We did it ourselves”
— Lao Tse*

THE CONTEXT

The time is now! The coaching industry generates approximately \$1.5 billion (all dollar amounts are in U.S. dollars unless otherwise noted) annually¹ with group coaching quickly gaining ground. The economic events that began in 2008 continue to make group coaching a pronounced growth area for clients.

Group coaching is still a young profession as can be seen in the ICF Global Coaching Survey² estimated that there are approximately 30,000 active coaches. A majority of coaches has been operating for fewer than ten years.

When asked about their coaching specialties, 58.1 percent indicated that their specialty involved leadership, 57.8 percent indicated executive coaching, and 53.6 percent indicated business or organizational issues.

In 2007, \$139.39 billion was spent by U.S. organizations on employee learning and development. Two-thirds or \$83.62 billion was spent on the internal learning function, including staff salaries, and internal development costs. One-third, or \$50.77 billion, was spent on workshops, vendors, and external events.³

Throughout this chapter we will explore:

1. Is group coaching for you?
2. The diversity of group coaching—models for group coaching
3. What group coaching can look like—virtual/in person and corporate/public
4. Why group coaching is even more important today
5. Continuum of group processes: coaching, training, facilitation, and retreats
6. What is the role of the group coach?

You will meet and hear from other group coaches undertaking this work with their clients while reading through this book.

WHAT IS GROUP COACHING?

Fusing together principles, skills, and practices from the realm of group development, coaching, and facilitation, group coaching can be defined as follows:

Group coaching—a small-group process throughout which there is the application of coaching principles for the purposes of personal or professional development, the achievement of goals, or greater self-awareness, along thematic or non-thematic lines.

—Jennifer Britton, MES, CPT, CPCC, Potentials Realized

Ginger Cockerham, MCC (creator of the “Power of Groups”), defines group coaching as:

a facilitated group process that is led by a professional coach and formed with the intention of maximizing the combined energy, experience, and wisdom of individuals who chose to join in order to achieve organizational objectives and/or individual goals.

Grounded in coaching processes and skills, group coaching utilizes core coaching skills and competencies, while adapting skills and approaches from facilitation and training.

The International Coach Federation (ICF) defines coaching as “partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”

The ICF continues, “Coaching honors the client as the expert in his/her life and work, and believes that every client is creative, resourceful, and whole.

“Standing on this foundation, the coach’s responsibility is to:

- Discover, clarify, and align with what the client wants to achieve;
- Encourage client self-discovery;
- Elicit client-generated solutions and strategies; and
- Hold the client responsible and accountable.”

Source: www.coachfederation.com/find-a-coach/what-is-coaching/

Over the past two decades I’ve worn an array of hats—manager, facilitator, trainer, coach and performance improvement specialist—as I have engaged with groups throughout the learning process. Over the last six years, in fusing coaching with my other approaches, I have seen even greater impact in our work together. Supporting hundreds of coaches in acquiring group coaching skills has led me to identify core skills and approaches which make great group coaches.

I believe that *great* group coaches bring to their profession solid group facilitation skills, as well as mastery of core coaching skills and approaches. They create a solid and intimate connection with their groups, and listen for what the participants want is important to them, so that the group’s agenda is respected. Great group coaches adopt their style and approach based on the different needs, creating the space for clients to learn from each other and share experiences is paramount in the group coaching process.

Most significantly, group coaches distinguish themselves from other group facilitators with their strong focus on having the client identify and take action on their goals. A key priority for group coaches is to hold the space for clients *to be accountable* for taking steps in achieving their goals and *integrating their learning* to their “real life” and work. It is this focus on making the learning and results stick that drew me to coaching years ago, and continues to be a primary focus and driver in my work.

As we will see later in this chapter, group coaching exists along a continuum of group processes, including training (workshops, retreats), facilitation, and other group processes. Coaches will find that they sit on different places along the continuum, heavily influenced by what the client wants. Some programs will be more *pure* group coaching than others. The continuum is offered as a foundational principle, which we will continue to revisit throughout the book.

THE DIVERSITY OF GROUP COACHING—IN PERSON, VIRTUAL, CORPORATE, AND PUBLIC

In her interview for this book, Suzee Eibling, the coordinator of the Coach U Group Coaching SIG, commented on the tremendous diversity that exists within the coaching profession around what’s offered to both individuals and group coaching. Throughout the book you will hear directly from a dozen coaches about

the group coaching programs they offer, as well as their insights on what makes this work successful and rewarding. The sections “In the Spotlight” include spotlights and comments from group coaches undertaking this work.

Group coaching is occurring in corporations, small businesses, government programs, and with the general public, either as intact groups or groups of strangers coming together. Gaining significant ground in North America, group coaching is also taking root across Europe and Australasia.

Regardless of the themes groups are coached around, at its simplest distinction, programs may be in person or virtual. Chapter 6 of this book provides you with more information on the considerations for group coaching programs in virtual environments.

What Does Group Coaching Look Like?

As you may have guessed, group coaching can take a number of forms. Group coaching is becoming just as diverse as clients’ needs and preferences are.

Throughout this book, we are going to explore a number of case studies—programs that take place in person and those that take place virtually (by phone or web). We will also explore the work of coaches and programs that are delivered in organizational settings, as well as those marketed publicly to individuals who then form a group.

In-Person Programs

In-person group coaching programs may include:

- A one-hour drop-in session with different participants each week, where clients are coached on specific themes or topics;
- A six-hour program delivered over the course of several weeks or months in smaller modules (i.e., one-hour sessions) to the same participants;
- An evening group coaching program; or
- A one- to five-day intensive group coaching program.

From Experience: In-Person Female Entrepreneur Group Coaching

One of my favorite group coaching programs that I both developed and delivered was a series of group coaching programs for small business owners. As part of a

nine-month government-funded program for new female entrepreneurs, I was invited to launch the first two weeks of the program several years ago. For ten consecutive business days I met the women for a three-hour group coaching session.

I was asked by the program coordinator to launch this intensive nine-month program by coaching the group and setting a positive learning foundation. We had thirty hours to create and move through a very powerful business development program using a group coaching approach. Over the span of those two weeks, the women and I explored topics such as strengths, values, the wheel of life, work-life, and time management, as well as core business areas such as business vision and planning. Having been given *carte blanche* from the program coordinator, I was able to really bring in a wide variety of approaches and coaching tools. We had small group discussions, large group discussions, assessments, and visualizations, and we kept journals. Each afternoon, I designed the next session from where we had left off in the morning with the questions and priorities. The group's feedback at the end of the session as well as the check-ins the next morning iteratively pointed us to the next topic.

This experience allowed me to truly clarify the difference between using a training and coaching approach. It also allowed me to experiment with many of the core coaching tools in a small group environment. Looking back almost four years later, more than 90 percent of these women are still self-employed, a much higher statistic than the norm.

Practically, the experience of working with two separate groups of female entrepreneurs allowed me to adapt much of the material that I was using as a business faculty member and lecturer for the group coaching context. This experience also created the foundation for the 90 Day BizSuccess Group Coaching™ program that I now offer quarterly to business owners globally, in a virtual format.

So, what are other coaches doing in person?



In the Spotlight:
Jill MacFadyen, MSIR, ACC
(www.careercoachjill.com)

Jill MacFadyen, a career coach, writes the following about her group coaching programs in the nonprofit sector:

I offer an in person two-day group coaching program on how to get a new job. It covers dealing with transition issues; identifying values; visioning the future; writing a resumé; job search techniques; writing cover letters; networking; interviewing; and salary negotiation. It is very interactive and

energetic. It runs from 9:00 to 4:30 over a two-day time span. Ideally, there would be a week in between the two sessions.

I also offer a two-hour in person coaching program on any of the topics mentioned above.

JB: Who are your participants/clients? What do they value the most from your programs?

JM: My clients have been local nonprofit agencies. Participants are those looking for a new position. Frequently, they are people who have been laid off. On a personal level, participants have mentioned that they feel empowered and energized afterwards.

JB: What have been the successes of this program?

JM: Clients develop job search skills. We practice in the session and this increases self-confidence. Some who have been in a rut have learned techniques to re-energize their search.

Virtual Programs

In addition to in-person programs, many coaches develop group coaching programs which are delivered virtually—by phone and/or web to clients around the world. Virtual programs might include:

- A one-off group call;
- A monthly group call held with the same participants each month (1 to 1½ hours per session);
- A six-week program delivered weekly by phone (one hour) to a group of eight participants around a common theme;
- A twelve-week program which meets every other week with assigned work in between; or
- A ninety-day program, delivered as both group calls and email support;
- A blended program of two group calls per month, and one individual coaching call between sessions.

From Experience—Needing to Virtualize

Almost a year into my starting my business I gave birth to my son. I quickly realized that I did not want to continue traveling to deliver programs to teams and

groups either locally or around the world. At the same time, I needed to keep revenue coming in to support my growing family. This was enough to push me to look at how I could take my in person offerings virtual, which at the time, revolved around work-life issues, leadership, training issues, and business development issues. The trial-and-error process I undertook during that first intensive year of converting all of my offerings to a virtual format has informed a lot of this book.

As you will see throughout this book, group coaching can be a very powerful vehicle for connecting clients around the world. As a former global manager myself, there is nothing more exciting than having participants from five or six different countries and time zones all on the same group coaching call. The diversity of perspectives, insights, and “ahas!” are greater than we could ever create in an in person environment with the same effort.



In the Spotlight:

Victoria FittsMilgrim, CPCC (www.truelifecoach.net)

Sovereignty Circles is a group coaching program which I offer over a six-month period. It includes group calls twice a month, and a private thirty-minute coaching call once a month. For a full description, please visit www.truelifecoach.net/sovcircles.htm.

JB: Who are your participants/clients? What do they value the most from your programs?

VFM: My clients so far for group coaching have all been women looking for tools to increase self-awareness, self-care, and living as the Sovereign in charge of their own lives. I believe they value:

- The coaching tools I provide to unveil who they are to themselves more fully;
- The connection with others—to see themselves in the mirror;
- The clarity about obstacles they generate internally and how to overcome them.

JB: What have been your successes with group coaching?

VFM: With the Sovereignty Circles, I feel my success comes from creating a safe and loving space of acceptance to try new modes of *being* and *doing*. I have seen my clients grow and become more confident in this container to

moving into authentic action towards their goals. My success comes when I facilitate a place to grow, learn, and take action in alignment with their true selves.

JB: What's the one tip you'd like to share with other coaches as your golden nugget (i.e., your most important lesson)?

VFM: Designing as many ways as possible for the group to interact, listen to each other, and connect even outside the scheduled calls (Yahoo! group, buddy system that rotates), all fosters more trust and openness among participants. This, in turn, makes the calls more lively and open, as people feel safe to be transparent. They can remove their masks.

Public/Corporate Programs

Another distinction I will make throughout the book is that groups may come together in corporate realms, or a group may consist of individual members who are initially strangers to each other. These groups I call public groups.

Corporate group coaching programs are increasingly becoming very popular. Lower in cost than traditional one-on-one coaching, group coaching programs get more employees involved and have the potential for greater impact. As we will see in Chapter 2, a group coaching approach may also build internal capacity and be an important tool in shaping and changing corporate culture.

Typically, corporate group coaching programs will bring together employees from different parts of an organization. Providing employees with the opportunity to share experiences and learn together, the new collective wisdom created by this cross-functional, multi-disciplinary group has the potential to effect significant change within organizations and industries.

Corporate Group Coaching



In the Spotlight: Rita Weiss of Pinnacle Consulting

I currently offer three group coaching programs for business leaders, managers, and business professionals:

1. Thriving in Times of Uncertainty and Change
2. What's Your Next Step? Creating Your Road Map to Success
3. Leadership and Culture: Achieving Results through Inclusive Leadership

I offer three-month and six-month programs that can either be conducted in person or virtually (by phone). In general, my clients choose to start with the three-month program, and about 50 percent continue for a second three-month program. Currently, my group coaching clients have all requested in-person meetings, which I find is generally preferred with corporate clients.

Participants are senior leaders in corporate, government, and academic/educational organizations. I'm currently coaching the senior leadership team at a major government agency, senior administrators at a private college, and leaders and high potential managers at several corporations.

My clients tell me that what they value most are:

- The opportunity to think strategically about issues and challenges and develop long-term plans and strategies;
- Receiving confidential and objective feedback;
- Sharing ideas with and learning from colleagues; and
- Identifying new approaches to achieving their goals and building better relationships.

Successes:

1. I provided a three-month group coaching program for the senior leadership team of a major public company. The team started out fiercely noncollaborative, with entrenched silos and little respect among the VP leaders. As a result of group coaching, the team now appreciates the value of working collaboratively, and they actively work together to resolve issues and achieve individual, team, and organizational objectives.
2. A six-month group coaching program at a global pharmaceutical company resulted in improved cross-cultural communication and interaction, better relationships with colleagues and customers, and promotions for several executives in the coaching program.
3. I provided a three-month, 360 feedback plus group coaching program for the high-potential leaders of a financial services company that resulted in significantly increased leadership skills, improved management of staff, and a clear succession plan for the company.

4. A six-month group coaching program for the administrative leaders (Deans and Assistant Deans) of a private university resulted in a more balanced focus on both the academic and business requirements of leading a successful academic institution.

Other corporate case studies can be found in Chapter 2 under the heading “Business Case for Group Coaching.”

Public Programs



From Experience: Public Programs

A number of coaches, like myself, will also design a program and market it for the public domain. In these instances, the inspiration for a new program may come from a direct request from one or more individual clients, requests from past group program participants, or from noticing trends or unfilled gaps in the marketplace.

Over the past six years, I’ve offered a range of programs for the general public in a variety of formats. These programs have included:

The BizSuccess Series: Building on my own work expertise as a former business faculty member who worked with small businesses and startups, I wanted to continue providing high-value programs for my small business and entrepreneurial clients. The 90 Day BizSuccess™ program for business owners was launched in 2006. In 2007, I also added quarterly business retreats held virtually for business owners. The BizSuccess Virtual Retreat is a focused retreat for business owners who are looking to plan and take action on their business. Held over the span of one to two sessions with a follow-up group call, the BizSuccess Virtual Retreat continues to get rave reviews from business owners.

In addition to continuing to offer these programs myself, I also licence these programs to other coaches who wish to offer it to their clients.

Your Balanced Life™: Offered initially as a five-week session in 2004, over the years this program has become a three-month session, meeting twice a month. Several years ago I also adapted it for a one-day intensive format,

which is delivered by phone. This program is called Your Balanced Life Virtual Retreat and has been offered on a quarterly basis.

The inspiration for this program came from my own passion concerning work-life issues as I transitioned into my role as business owner from former global manager. I ran this program quite frequently throughout the period of 2004–2007. I also hosted a blog on the same topic (<http://yourbalancedlife.blogspot.com>).

I now licence this program to other coaches who wish to deliver the material to their clients as a virtual retreat and/or 90-day program.

Get Organized Virtual Retreat™: Partnering with professional organizer and TV host Hellen Buttigieg, the Get Organized Virtual Retreat is designed for individuals who want to take action around, and gain insights on, getting organized. Delivered over one day or two evenings, the program has provided participants with the opportunity to delve into organizing tips, explore their preferences and most importantly, take steps to getting organized in a supportive group environment.

In Chapter 6, you will also read about the highly successful work of three coaches who deliver their work by phone—Heidi Michaels and her virtual vision board program, as well as coaches Eva Gregory and Mary Allen.



In the Spotlight:
Deena Kolbert, CPCC, ORSCC
(www.deenakolbert.com)

Coach Deena Kolbert offers four different group coaching programs across the public and organizational domains. All of her programs are virtual and vary in length from one and one-half hours to two hours, usually with four to six participants. For people in groups that do a lot of professional traveling, she uses a minimum of six people to form the group. Some groups are international, but the language is English. Each group determines the number of times per month that they meet, usually one or two times.

1. Taking Charge of Money Issues: For people seeking to better understand their relationship with money while working towards creating financial well-being—personal, family, institutional, and for some, a broader movement.

These monthly call-in group sessions help them clarify issues, build strong foundations, and look at their feelings and actions in their journey towards change. The experiences are designed to strengthen participants' ability to make sound financial decisions and not feel alone as they explore their behaviors and boundaries or lack thereof. I offer an environment that is structured, supportive, open, and warm. There is time devoted specifically to each client to be heard through reporting back, strategizing actions, and asking for, and receiving, specific support from group members.

My clients are executive leaders who work internationally. While their skills are highly developed professionally, on a personal basis, they have not taken good care of themselves. On a financial basis, they feel they are not showing true leadership in all that they can be.

Skills Used: This co-active group coaching includes experiential exercises, creativity, ORSC (Organization and Relationship Systems Coaching) skills, techniques, and inquiries (assignments) that help each participant identify their financial goals and learn how they can move through the process of acquiring them. In so doing, the participants take responsibility for their decisions, learn to acknowledge their gains, and empower themselves to continue on the journey they have chosen for themselves.

Successes: The financial group improved on many levels. The key learning was the intensity of the work. Some of the issues are very complex and need time and are consciously being worked on. The list is long because much work was accomplished on foundational issues such as communication, accountability, responsibility, values diversity, negotiation, and alignment on choice. Much time was spent on defining, claiming, and knowing the conditions of trust. They all were able to articulate their definition of a rich, fulfilled financial life. Successes include paying several years of back taxes; meeting with family members over financial matters; moving forward on lawsuits; writing wills; combining financial accounts; knowing how and where money is spent; budgeting and making comparisons between proposed and actual spending; living within their budget; and saving money.

Challenges: The leadership skills within this group of women was amazing and they traveled much of the time. Doing follow-up assignments and inquiries between sessions was quite challenging, so little took place between the coaching sessions. Much was learned by doing specific exercises during our times together, but individual actions were hard to come by. Emotionally, they needed time to assimilate the information and then, maybe, little steps were accomplished. This was a self-formed group that found that the financial security aspects had taken over its initial intent, which was to be an emotional