

INTEGRATIVE LEADERSHIP INTERNATIONAL

“Helping individuals and organizations become integrated.”

Lessons on the Path

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“Integrative Coaching: The 5-P Model”

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OBSERVATION: EXPERIENCE

A few weeks ago I was invited to present at an early morning breakfast event sponsored by the Strategic Capability Network (SNC) in Calgary entitled “Models for Effective Coaching & Mentoring”.

I accepted the invitation becoming one member of a four person panel. The other members of the panel were all working within existing energy related organizations on coaching and mentoring programs. Their organizations varied in size from large (60,000 employees worldwide), medium (6,000 employees, mainly in Canada) and small (400 employees based in Alberta). Needless to say, I was honoured to be on the panel.

Although I had designed, facilitated, and taught leaders for over 20 years—and coached them for over 10 years—this was the first time I was presenting our *Integrative Coaching Model* in front of my peers. So I felt I needed to invest some time, deeply reflect on my experience of coaching, discuss it with my support group, and practice presenting it clearly and concisely to fit within my allocated time slot. The following are the notes on my practice.

Our Integrative Coaching Model: (shown above)

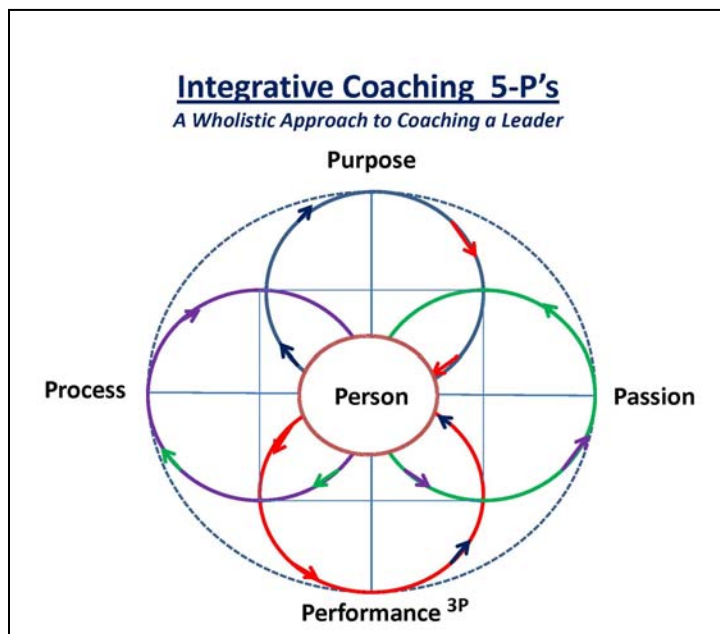
At the heart of the Integrative Coaching Model is the **Person** as Leader, Manager or Executive who has four domains, resources or intelligences that are either developed as a capacity or existing as potential within them. These four intelligences correspond to **Performance** (*Physical Intelligence*); **Process** (*Mental Intelligence*); **Passion** and compassion (*Emotional Intelligence*) and **Purpose** (*Spiritual Intelligence*) and acknowledges the person as a multi dimensional human being.

The model is shown as a circle within circles intending to communicate that the coaching process is holistic, iterative, and non linear moving from process, to passion, to purpose to performance in no particular order, always moving through the person who sits at the center of the coaching experience.

We have used this model for performance coaching, transformational coaching and inspirational coaching.

Performance: Usually the presenting situation for coaching begins in this area and is visible as behaviours. Often the reasons for the coaching are to build leadership capacity, either in current Executives or those deemed High Potential who are being groomed to move up in the organization; leaders preparing to lead change initiatives; and much less frequently, to address a de-railing behaviour in a leader such as low impulse control or what we often call, unenlightened interpersonal skills.

Person: At the heart of the model is honestly and realistically exploring who the person is and what the coaching relationship could be. What do they want? Where have they been? And where do they now desire to go? The Coach and the leader co-create a confidential trusting partnership where there is mutual respect and a sense of *chemistry*. If these ingredients are not present, or if the mindset of the person is into victimization and blaming others, or failing to take responsibility and accountability for their behaviours, then there is no meaningful coaching relationship possible. Coaching works best when the leader is highly motivated; is willing to learn, and takes responsibility and accountability for their intentions, thoughts, feelings, and actions.



Process: The person's mental processes include the attitudes, beliefs, knowledge, worldview and thinking and learning styles that comprise their mindset. I use several protocols and methodologies to awaken and become aware of the leader's mindset as the Leader in turn becomes more aware of their own. The first protocol I call "I.G.R.O.W." which stands for **I**ntention, **G**oals, **R**eality, **O**pportunities, options, obstacles, and what the leader is **W**illing and not willing to do on their way forward. The key to this protocol is for the Coach to ask powerful, timely and impacting questions and then listen deeply and empathically to the leader's response. A second method is to use a variety of assessments and tools to help grow the leader's awareness about themselves and how they interact with others. Thirdly, the dotted line around the circumference of the model is emblematic of the Coach holding the expansive space or *field* around the person or leader. This is a very important part of the integrative coaching process. The Coaching relationship represented by this *field* can inspire the leader to grow into their potential, alter their thinking processes to see possibilities, re-awaken their passion; or re-connect to their deeper purpose. This is the key to an expansion of self awareness that will allow the leader to overcome their often self imposed limitations or beliefs. If the *field* held by the Coach is no bigger than the person's presenting *field*, no meaningful coaching relationship is possible since a Coach can only coach to their own level of awareness.

Passion & Compassion: Passion and compassion involves Emotional Intelligence and all that it entails; emotional self awareness, appropriate expression of emotions; being aware of others emotions and managing relationships. It is also the area of clarifying the leader's values and what they stand for that leads to building character. And finally, it is exploring this realm where there is an opportunity to reawaken or reconnect to their hearts desire; their authentic happiness. Much of my coaching revolves around developing this area of the person.

Purpose & Intentions: Nearly every leader I have interacted with wants to make a difference in their own lives and the lives of others. Nearly every leader desires to live a purpose driven life and to sense that their work is not just a job, nor a vocation, but a Calling. The Coach's purpose is to help the leader discover and uncover it; to search for, find and reconnect with it; and to help them formulate and translate it when in transition. One CEO who owned a successful business, desired to sell his business and embark on his legacy by living a life of philanthropy. However, along with this desire was a fear of change. The purpose of the coaching process was to help him articulate, understand and viscerally feel how his passions, talents, and skills could be re-oriented towards philanthropic service, overcome his fear of change, and then encourage him to act on his desires and do it.

Performance to the Power of Three: In a positive circulation and navigation through the model following a series of successful coaching sessions, the leader reaches the point where they have sustained behavioural changes and met the business results—such as engagement, satisfaction, and organizational outcomes—that they desired. However, in addition to these performance results, there is another benefit that I have witnessed that I call *Performance to the Power of Three*. Through the integrative coaching process the power of their presence in being more authentic, influential and credible increases; the power of acknowledging and realizing more of their potential increases; and the power in growing their awareness of creative possibilities in their lives increases. It is truly a marvel to witness and a source of deep personal satisfaction and fulfillment to experience this as a Coach.

From Fragmentation to Integration:

We often ask our Clients have you ever thought one thing and felt another? Have you ever intended one thing and done another? Most everyone answers yes. This is what we call a fragmented condition. When what you intend, what you think, what you feel and what you do are aligned, resonant and congruent, then you enter what Mihaly Csikszentmihalyi calls a state of 'Flow', what athletes call the "Zone", and what mystics call a state of 'Grace'. We have all experienced this state at some point in our lives. The underlying purpose and motivation of helping apply the integrative coaching model to your life and work is to allow you to experience more of it.

I would like to end on a quote from Warren Bennis, one of my heroes in the field of leadership: "***The process of becoming a leader is much the same as becoming an integrated human being.***" Integrative Coaching can help you do both. Thank you.

So with my notes and one power point slide in hand, we got up this past Tuesday at 5:00 am to get ready and be downtown for the 7:00 to 9:30 am SNC breakfast event. Over 80 of my peers were in attendance, and I felt that I was in *flow* for my time on stage. The response was positive and I was grateful that I had reflected, discussed, and practiced as much as I had so that the spirit and feeling, not just the thoughts and words, could be communicated.

APPLICATION: Reflect on the last time you were in a state of *Flow*? What were the circumstances? What was the situation? Were you alone? Who were you with? Describe and sense what it felt like? And when you're done recalling, pause a moment and ask yourself; would you like more of it in your life and work?

INSPIRATION: *"Win with your heart, not your head – win on emotion, not in logic; have a passion about what you do; nobody wants a boss, everybody wants a coach."* **Art Williams.** *"A total commitment is paramount to reaching the ultimate in performance."* **Tom Flores.** *"Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it."* **Lou Holtz.** *"When we quit thinking primarily about ourselves and our own self-preservation, we undergo a truly heroic transformation of consciousness."* **Joseph Campbell.** *"Coaching is a profession of love. You can't coach people unless you love them."* **Eddie Robinson.**

INFORMATION: **International Coaching Federation (ICF):** www.coachfederation.org . **International Association of Coaches (IAC)** <http://www.certifiedcoach.org> . **John Whitmore.** (2010). *"Coaching For Performance: Growing Human Potential and Purpose"*. Nicholas Brealey Publishing. London. **Martha Lasley, Virginia Kellogg, Richard Michaels, Sharon Brown.** (2011). *"Coaching for Transformation: Pathways to Ignite Personal & Social Change."*. Discover Press. Troy, Pennsylvania, USA. **Aileen Gibb.** (2010). *"Being a Coach"*. Inspired Future Publishing. High River, Alberta.

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