

CHAPTER SIXTEEN

Architects by Design— Creating Coach Bridge Models for Mobilizing Revolutionaries

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In warfare there are a lot of bridges that are blown up. Commerce is ruined, supply lines are broken, and escape corridors are eliminated. Rapid advance of troops make the building of temporary bridges critical for surprise attacks and military maneuvering.

Political and social revolutionaries in most uprisings seek to overtake or destroy the bridge lines of communication by those in authority: media, oil and gas pipelines—whatever can halt the existing regime from supplying and reinforcing its ideology, methodology, or viability in the culture. Many idealistic young rebels with a cause have not thought through the rebuilding of their ruined societies with new bridges that will sustain and prosper a people where they had once been drained and poor.

Today’s architects of accelerated learning, strategic and sustainable change, and transformational coaching are creating models for “people growing” that are replacing the worn out and overextended bridges of the past. Stand alone formal classes and lectures have become cost prohibitive, with decreasing connection to real world results. Informal workshops and seminars have sold millions of manuals, tapes, books, and methods without transforming the values participants need to face the inevitable challenges they encounter when they apply what they learned in their unique context. Today, the non-formal approach of coaching, added to the formal and informal approaches, is bridging the gap where the others alone fall short. Those who are traversing these bridges are the revolutionaries who are changing the way we transform people and organizations.

Here is a revolutionary agenda for radical change in the next ten years: bridges of transformation that will mobilize a new generation of life-long learners and transformational learning communities. The following models have been implemented by TLC or have been designed to be launched with the publication of this book.

Marketplace Mastery

Revolutionaries are building bridges from the church to the marketplace. Righteous men and women are finding that there is a Kingdom approach to life and business that will increase the bottom line while not decreasing the moral plumb line. Excellence can be the target without turning our backs on ethics. Integrity has become the key to appropriate the wealth of influence and access as well as finance. This is the day of the “Joseph Company,” where promotion that lasts is coming from godly hearts and behavior defined by who we are and not from the political posturing behavior of who we know. Like Joseph in the Bible, there is a marketplace mastery that is saving the nations while serving the Lord of the nations.

TLC has formed strategic partnerships with Lance Learning Associates and other select world-class companies to enable men and women in business, education, government, media, and arts and entertainment to steward the favor they are experiencing with the wisdom necessary to be excellent in their careers. This partnership involves a creative combination of specialized learning resources, assessment instruments, seminar, web and tele-conference learning events, and high impact coaching that transforms the way we approach marketplace opportunities. Reports from participants in the international business community have exceeded expectations since the launch of this program in 2004.

One particular emphasis targets entrepreneurs who are designing and developing creative strategies to impact their target disciplines. Transformational coaching enables them to develop the ambassadorial level of emotional and relational intelligence to influence the gatekeepers in their careers. Core values and principles that give them an uncommon advantage are maximized to position themselves strategically to leverage those connections. Marketplace mastery requires a level of coaching that targets “tipping point” issues and relationships to bring true transformation. These will include the process of overcoming personal and corporate constraints to enhance the impact of these creative innovations and bring a level of mastery that goes beyond the competencies needed in the marketplace in past eras.

One hotel owner manager came to our seminar and signed up for the ongoing group coaching over the next three months. He recently reported that his staff and suppliers have noted a new level of connection and communication with him that they admire and appreciate. He attributes this to the assessment tools and ongoing coaching he has received in relational intelligence that he was able to immediately apply in his context. As a result, he is inviting the entire association of hotel owners and managers to our seminar when we return to his area. When transformation is real, it has its own way of marketing itself.

TLC is designing coaching tracks to help existing coaches understand the unique pressures and opportunities in the marketplace. These materials will be used both in MBA schools and in coach training schools as the results are reported in field tests. One of our partners has received the leading international award in business coaching in his organization in bringing marketplace mastery to numerous companies.

Seminar Plus

The days of long-term results of stand-alone seminars are over. No longer will high power speakers defraud the high paying listeners into the delusion that they can simply apply the seminar success steps without a transformational change in their own paradigms, perspectives, or core values.

A new model has been designed by the architects of the revolution: “Seminar Plus.” Now the seminar content and impartation event is coupled with the relational capacity of a transformational coaching process, which makes the difference. This after-seminar “plus” is the key to walking out the principles behind the methods of the seminar manual so that there is a transformational process happening at the heart level after the seminar event. The plus is the support, encouragement, and accountability required for a movement from testimonial inspiration at the meeting to core value transformation after the meeting. Three to six months of coaching based on the key points from the seminar will integrate and inculcate the foundational principles necessary to insure that we will

find a way through, around, over, or under the inevitable obstacles we will face in the gap between seminar and reality back home.

TLC has contracted with successful seminar presenters on various need-meeting topics to help them fulfill what they really designed their seminars for in the first place. Many successful people have a unique life message and want to leave a legacy behind of helping others achieve and become what they have in their own lives. Unfortunately, their best selling books, tapes, and seminars will only leave them a financial legacy, while over 90% of the participants will not be able to become or do what is needed on their own after the seminar event.

Now there is a better way; a way that brings sustainable change, a way that transforms a memorable moment into a meaningful movement. The following is one example of the seminar plus format:

A dozen coaches had already read the books, listened to the tapes, and gone over the seminar manual with the presenter the day before the public arrived to this popular one-day event. These coaches had been oriented to the options of assessment instruments they could utilize to meet the goals of that particular seminar's emphasis. They were ready to help participants develop tailor made growth plans to maximize any of the topics of the seminar that they wanted to incorporate into their lives and practice in the days ahead.

During the seminar the presenter kept noting that real change would only come to those who were willing to be part of a learning community for three to six months immediately following this high-powered event. Throughout the breaks participants were able to meet the coaches who were available to discuss how they could help and how they had already helped others. Participants could sign up for weekly group coaching of 6-12 participants by phone, or personal individual coaching sessions by phone. Both of these options would include a peer support partner over that time period. Carefully chosen assessments would be used to determine the specific return on the investment of these transformational coach services.

As a result of this "plus" factor the participants were not disappointed in their investment. The seminar presenter now could under-promise and over-deliver with integrity. The presenter had the satisfaction of adding more testimonials of those who replicated his or her success, including a passive income from those coaches who recruited clients for 3-6 months of coaching at the seminar. The coaches had the opportunity of working with highly motivated clients in which they both spoke the language of the seminar, opening up an opportunity to work with the client's circle of associates and friends to see transformational change in their lives.

Who is willing to pay for the Seminar-Plus model? Companies who want proven results from their training investment dollars are seeing the difference in the six months following a training event as a result of this bridge of transformational coaching. Individuals who are highly motivated for sustainable change are willing to do whatever it takes to move from being hearers only to doers. Those who have become seminar attendees only and who need to be convinced can join the weekly group phone coaching at nominal rates and witness the life changes as coach and a client model the accelerated progress right before their ears.

Transformational Leadership Coaching is partnering with select seminar presenters who have redefined success in terms of not how many seminar seats are filled, but how far others can reach their destiny by standing on their shoulders.

Sending capacity is more important than seating capacity. These partnerships are win-win financial relationships that are designed for everyone, including the seminar participants, to receive maximum value for their investment. In addition, speakers find that a select group of these participants are rising to the top and are capable of becoming “associates” who can multiply these seminar presentations for the author. Finally, some who are so impacted by the plus of the coaching relationship will want to become transformational coaches themselves and increase the stable of coaches available to serve select seminar presenters in the years ahead.

Academic Coaching

The “education mountain” has continually been challenged to adjust their methodologies to match the highly competitive realities in today’s world markets. The research we have conducted from our alumni has consistently confirmed that the number one issue that students wanted in their college and graduate level experience was a life giving mentoring/coaching relationship with the faculty that most only saw from a distance. That distance between the lectern and the desk is more than a few feet. It represents a generational gap between the hearts of emerging leaders for authentic dialogue and those professors whose own role models were hall of fame writers and heroic figures of inspired lectures.

Launched five years ago as a pilot class experience, TLC has now become the largest coach training organization, offering master’s and doctoral level accredited hours in several disciplines: business, leadership, education, divinity, and psychology. The reason is simple but not simplistic. Transformational conversations are not limited to theories and philosophical discourses, but focus on how the life experiences of students, faculty, and administrators inform their values and principles in all of their “off platform” interchanges. Each semester we average 130 students in coach training classes that combine the formal, informal, and non-formal methodologies.

Students are now able to acquire both accredited degrees and coach training at the same time, and this applies to both campus and distance education models.

Recently, over two hundred business faculty professors from colleges across the United States gathered and were informed on how business and executive coaching from a transformational perspective would enhance their student recruitment, retention, and effective placement. As a result of this data, transformational coaching is now offered with several schools seeking to incorporate coaching values and methodologies into their traditional delivery systems for education.

In addition to the introduction of transformational coaching into accredited universities, TLC has certified coaches who are providing coach services to high school students who want to find more compelling motivations and results for their pre-college preparation. The success of this three-year pilot program has opened up doors to the home school associations around the world to coach parents on the best ways to champion their children toward academic excellence. There are an increasing number of public school teachers who are taking coaching courses as in-service and continuing education training with several finding revolutionary approaches towards motivating and empowering plateaued students into those who excel at the highest levels.

Transformational Conversations

Launched initially as the gateway to the TLC *Accelerated Coach Training* program for organizations, this seminar has become a stand alone introduction to experience the power of coaching conversations. Seminars for leaders of organizations in Canada, Brazil, USA, Korea, Singapore, and Indonesia revealed that those who came with their staff or leadership teams realized the greatest long term relational impact upon returning to their offices or assignments. Humorously, many staff meetings began to practice these seminar exercises, resulting in a new level of enthusiasm and ownership for the success of these weekly meetings that had long become routine and predictable.

One of the unexpected outcomes of these seminars was the presence and interactions of parents with their teen age youth. To our surprise, we realized that we had created a uniquely safe and fruitful environment for first-time breakthroughs in the communication connections in the family. As a result, TLC is launching a parent/child and a husband/wife extraordinary conversations seminar and coach track to serve the families around the world who are struggling in these critical areas.

What is different from the standard skill training on listening and communicating is that these seminars prioritize the transformational approach to relationships. Certified coach trainers model the level of authenticity and heart for others that go beyond skill sets. When parents and students sense the heart of a coach rather than a skill or formula for coaching, they respond in tender and life-giving ways that have evaded them in the past. It is highly recommended that tissues are available at each setting because of the cleansing flow of tears that will come. Many families are finding a key to breaking and releasing the log jam in past patterns of conversations, and something new and fresh is released in their conversations. In fact, we believe that the conversation itself is the relationship and that the extraordinary conversations that result from this seminar have resulted in extraordinary relationships in the home.

Coach-based Leadership Training

The crying deficit in most organizations is not for certified coaches, but for transformed leaders. Now that TLC has prepared one of the largest pools of certified coaches from a transformational perspective, we have targeted the needs for leadership training as a place to introduce coaching into their tailor made training design. All TLC leadership training events for churches, non-profits, for-profits, and educational institutions begin with personal or organizational constraints that these organizations are targeting for leadership training. These constraints are either known through their own analysis or TLC has contracted with partnering organizations who bring world-class assessment processes to these leaders.

In addition to intensive seminars on these topics, the coach-based training design includes group and individual coaching, peer accountability, personal reflective exercises, and individual growth plans to measure both transformation and performance. A unique aspect of this leadership training is the parallel introduction of the *Accelerated Coach Training* (ACT) into the organization so that the unique coaching values and methodologies can be sustained by key in house leaders or supervisors responsible for training and development.

ACT is a 21-week strategy that begins with the Transformational Conversations seminar that is open to the entire organization. This is followed by nine weeks of group tele-conferencing of 8-20 key people from the organization, utilizing a hundred-page

interactive manual with CD-ROM input. A second one-day seminar prepares these leaders to coach others in the organization. The last eleven weeks brings a combination of tele-conferencing, group, and personal coaching of these leaders as they launch out to coach others. Leaders who complete this process receive an ACT qualified certificate and have two benefits. First, they can steward the coach-based aspect of their organization's leadership training, and second, they may use this qualification toward a professional transformational leadership coach certification that TLC offers for those who desire to utilize coaching as a career or as a key part of their portfolio in their present positions.

TLC has designed several thrusts for coach-based leadership training that are available through our team of certified coaches and coach trainers. These include gifting/designs workshops and training, conflict intervention workshops and training, cell leader coach training, church planting coach training, life purpose/focus workshop and training, marriage and parenting workshop and training, with more on the way. However, one of the values in the transformational process is the integration and activation of our core values integrated in every training event, as compared to a piece-meal approach towards training.

TLC will work with existing organizations to design a comprehensive strategy of leadership training that covers key areas of formation, leadership multiplication, and character and skill replication in an organization. This may involve the introduction of coach-based methods in the existing training programs or the creation of new additional training events that have the coaching methods already integrated within the process. In either case, the goal is measurable transformation, one leader at a time. Without this laser-like bottom line we will fall into the "feel good" training experience trap and see little growth due to the personal and organizational constraints that are the systemic causes to predictable mediocrity in the workplace.

One partnering organization is teaming with TLC to help churches move off the mediocrity plateau and into a healthy growth cycle. Since more than 80% of U.S churches are under 90 people, most will need an integrated process to reach and assimilate more members, workers, and leaders, and in today's culture, do so in a highly personalized one-on-one manner. This process will maximize the transformational aspects discussed in these chapters so that formal, informal, and non-formal approaches will each have its place in raising up the next generations of leaders who start and finish well.

Coaching Communities

As the number of coaches continues to grow around the world, more and more people and organizations desire to know how to learn more about their services or their training. Standard of training, ethical integrity of practices, and quality of service will vary as there is more chaos than cohesion in the coaching industry. One volunteer organization, the International Coach Federation (ICF), has done a tremendous work in clarifying the foundational ethics and practices to make the coaching profession start at the highest levels. They have also developed a thorough methodology to insure that coach training produces results and have set standards of accrediting for coach training organizations to meet their seal of approval. TLC has applied to meet their standards. Progress on this can be seen by viewing our website at www.TransformationalCoaching.com. It is our full intention for our transformational coaches to meet or exceed these standards as we fulfill

our mandate to launch a sustainable and effective coaching movement throughout the nations.

A number of our coach trainers have collaborated to design a replicating center for coaching services in various cities around the world. These coaching communities are designed to expose people to coaches, coach training, and coaching methodologies for their personal or organizational needs. These centers will involve coaches from various companies and coach training schools as they partner together to serve their communities in tangible ways. Orientations on coaching, free coaching sessions, resources on coaching, and assessments on what kind of coaching and coaching leadership can best meet one's needs will be available at these centers.

Some of these coaching communities, as the ones described in www.withreach.com, will emphasize the opportunity to understand seeing our families, churches, and communities by pursuing this in a small group format led by trained coaches. Others, as is designed for Philadelphia, will emphasize the urgent needs of single parenting and family coaching issues in the underserved urban community context. South Africa's center will bring coach training to community workers who are seeking to stem the tide of the AIDS plague in their culture. Each coaching community is designed to address the needs in their context and will meet certain standards to carry to promise of transformational change that is at the heart of the TLC mission.

Reflection and Discussion Questions

1. How does the model of marketplace mastery mobilize you to see the role of coaching to accelerate your career calling in the workplace? What would it take for you to host such a seminar plus in your area? What role might you have in presenting this strategy to the nations?
2. Which high powered seminar have you attended this past year in which you initially raved about to others but now cannot see any real difference it made in your life? How does that reinforce the "plus" aspect of this coach model?
3. What would your academic training have been like if it included the academic coaching model discussed in this chapter? How might parents and educators become more effective in championing academic excellence through coaching? What role might you have in this arena?
4. Think of the last leadership training you received in a company or church. What role could coaching have played to enhance its effectiveness? How would you design your organization's training strategy if you were a TLC certified coach trainer?
5. How might your organization utilize the accelerated coach training (ACT) described in this chapter? Would you be willing to bridge your organization's key people to a TLC representative to discuss how this may be a good fit for them at this time?