



Intrinsic Coach™

Interview

“What’s most rewarding
for me as a coach is my belief that
the power to transform the world
actually sits within the
organizations of the world.”

- Bob Johnson, Founder, Leadersearch

Executive Coach, Intrinsic Coach™



Bob Johnson has 22 years experience developing leaders in organizations through coaching senior executives and their teams, working for organizations with 10 to 20,000 employees in public, private, profit, and not-for-profit industries. Bob has consistently helped organizations and individuals achieve their goals. Bob has been described as “one of the leading, most seasoned, executive coaches with a style best described as one of benevolent irreverence.” Bob’s executive coaching experience is complemented by his whole company teamwork sessions and senior executive planning and strategy sessions and retreats, including exercises that use his extensive Outward Bound experience. Bob serves on the Executive Coach Summit, is a founding member and a past president of the Calgary Association of Professional Coaches, serves on the Board of the International Consortium for Coaching in Organizations (ICCO), and partners with Bluepoint Leadership Development and The Bigger Game Company to deliver leadership coaching.

Jodi Sivon, M.Ed.

M.Ed. in Community Health, BA in Exercise Physiology, CHES, and certified by ACSM, ACE, and through the Cooper Institute, is an Intrinsic Coach™ Mentor for Totally Coached, Inc. and Manager of Health & Wellness for Cuyahoga Community College’s Metropolitan Campus. As Intrinsic Coach™ Mentor, Ms. Sivon trains new coaches in the Intrinsic Coaching™ methodology. As Manager of H&W for Cuyahoga Community College, Ms. Sivon manages the campus H&W Center, designs, promotes, and implements all campus wellness programs, and serves as a resource and coach for healthy lifestyle choices for over 450 full-time employees and 6,000 students.



Q Thank you for taking the time to talk with us today, Bob. I was reading your bio on the Totally Coached, Inc. website and one statement described you as “one of the leading, most seasoned, executive coaches with a style best described as one of benevolent irreverence.” That’s quite a compliment!

A Well, thank you! It is my pleasure to talk with you.

Q Bob, please tell us about yourself and your work as an executive coach.

A I always knew I wanted to be involved in what I called a helping profession. I’ve known that since I was young and it’s been a life long journey of mine. As a kid I went to a program called Outward Bound. This experience solidified for me that I wanted to be involved in helping others. Outward Bound presented an opportunity to do programs with teenage delinquents, and my work there lead me to the YMCA. I was a YMCA professional for nine years doing Outward Bound style programs, mostly with teenagers.

It was in 1983 that I found out about coaching and became a coach, which is also what brought me to Canada. I’m originally from the eastern part of the United States and my family and I packed up and moved to Northern Canada in the Yukon. It was here that I was introduced to being a professional coach. And so I’ve been coaching since 1983.

Q You have over 20 years of experience as a coach. Could you talk about your journey as a coach from 1983 to now?

A It’s interesting because in 1983 few people knew or had heard about coaching, let alone understood it. From 1983 to about the early to mid-nineties, coaching wasn’t even known as a profession. In the beginning I was constantly out there spreading the word about coaching. When we were selling the work we did, we were also educating organizations on what coaching was. This was in the days when there weren’t professional coaching organizations, or more importantly, coach training schools. Therefore, back in the eighties, we were not only educating people about what coaching was, we were actually defining what the profession was as we went.

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I've been what I call an executive and organizational coach since I started this work in 1983. The distinction can be important because there are different kinds of coaches. There are coaches who are internal in organizations. There are coaches who are external to organizations. There are people who work as coaches one-on-one in what I would call life coaching. Since 1983, I've been an external organizational coach working with companies in developing their leaders. The journey started off being, "this is what coaching is all about," and really being teachers and sales people about coaching. Now, today, most organizations at least have heard about and have some level of understanding of what coaching is all about. It's been a great transition from being sales people and educators about coaching to now being credible as a profession.

Q And so you were educating but also defining the coaching profession as you went along. What would you say coaching is today?

A Again, most of the conversation we'll have today will be around Executive Organizational Coaching, so when I define that, it will be a little different from what others might define as Life, or Personal Coaching. When I talk about Executive Organizational Coaching, I am talking about helping leaders find and develop themselves as leaders, and it's not just how they develop as an individual and a leader but also how they develop their team.

When I talk about executive organizational coaching, I am talking about helping leaders find and develop themselves as leaders, and it's not just how they develop as an individual and a leader but also how they develop their team.

Additionally, coaching is a product that really helps people get a much clearer understanding about who they are as human beings. It's different than traditional training--having a whole bunch of people in a classroom and then delivering a presentation about what it takes to be an effective leader. Training doesn't embed the learnings for each individual and so, as a coach, I work

with each individual to customize the plan for their own development. With coaching there's an actual embedding of the learning and the process of coaching has an iterative effect. It builds on each successive session versus saying, 'Here's the skills and these skill sets need to fit you and everyone else,' which is what you see in a traditional classroom.

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Q So as an executive coach you are embedding the learning. Bob, at what point of your coaching journey did you learn the Intrinsic Coaching™ methodology?

A That's a great question because in my organization I have quite a number of coaches that do coaching work for my company and all of those coaches have been trained or certified through one coach training organization or another. The only one that wasn't trained and certified was me. Again, that's because I started coaching in 1983 when there weren't any coach training organizations. It wasn't until the mid nineties that we started seeing coach training schools start showing up on the radar screen. I basically went through 20 years of being an executive organizational coach without any specific coach training. So I didn't see a real value in stepping into some of the other coach training programs that were out there because the only thing I thought they would provide for me would be a training certification, not learning.

It wasn't until I'd been coaching for a long time--many people might call me one of the old dogs of coaching--that I discovered Totally Coached, Inc. and the Intrinsic Coaching™ methodology. I felt that Intrinsic Coaching™ would provide me with some significant learning, versus some of the other coaching programs that I've seen out there. Totally Coached, Inc. not only gave me the opportunity to be trained, but provided me with significant learning and discoveries that I use in my practice. I can now say that after 20 years of coaching, I am now a trained coach, and more importantly a trained Intrinsic Coach™.

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Q You mentioned that you wanted something of value in your training. What was it, or what is it, about Intrinsic Coaching™ that stands out for you?

A After being in the coaching profession for 22 years, it is important to me that the Intrinsic Coaching™ methodology focuses on the whole person. I think one of the myths that are out there about executive coaching is that it is all about the bottom line results versus the development of the whole person. As an executive coach, what I'm really after is developing that human being to be an effective leader, not just aspire for the bottom line results.

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And I find there's a science to the Intrinsic Coaching™ methodology which also makes it marketable. When you work with executives and organizations, they're always looking for the method, the model, and with Intrinsic Coaching™, you can talk with a more significant level of concreteness. It seems to give executives some comfort that there's science behind it. It addresses what I call the "goo" factor, which is how do you lead people when coaching seems to be so subjective and so gooey -- you try to get it in your hands and wrap your hands around it, but it drips between your fingers because you can't put enough substance behind it. When you have a good methodology like the Intrinsic Coaching™ methodology guiding how you coach or, therefore, how you lead people, it gives your coaching more substance.

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Q Those facts, those figures, and those proven results often drive leaders' decisions.

A Oh, they sure do, because historically those facts, figures, and proven results are what have given executives the return on investment they want. And so, executives want to have something with real concreteness around it. The real challenge when you're coaching is to help them understand that they want to expand their own mind away from just the concrete results. But how do you do that when you're also trying to give them some science, some concreteness around coaching? It's a little bit of a marriage of how you step into their world of giving them good science and methodology, while at the same time, opening their minds to the idea that many of the skills that they're developing are really about subjective kinds of issues.

Q Can you talk more about combining concreteness with something subjective and how you've overcome that challenge?

A One way to combine concreteness and subjectivity is to step away from stepping in and giving people the answers. A lot of what we talk about while we're coaching and helping leaders develop as coaches is to step away from always having to be the ones with the answers. For most senior executives, that's hard to do. They believe answers are what they're measured on and it's their responsibility to have all the answers.

A lot of what we talk about while we're coaching and helping leaders develop as coaches is to step away from always having to be the ones with the answers. For most senior executives, that's hard to do. True leaders and true executives are the ones who elicit the best answers from the people who work for them and Intrinsic Coaching™ shows coaches and leaders how to do that.

True leaders and true executives are the ones who actually elicit the best answers from the people who work for them and Intrinsic Coaching™ shows coaches and leaders how to do that. It also has to do with letting go. They have to let go and trust that the employees in their organization are actually capable of delivering. And so, they're in this dance of credibility. There's a great

measure of credibility that executives look for. Typically, their credibility is measured by how many answers they actually have. The challenge lies in showing leaders they actually have presence, capabilities, and credibility as leaders when they're not giving employees answers. So it's a real dance.

True leaders and true executives are the ones who actually elicit the best answers from the people that work for them and Intrinsic Coaching™ shows coaches and leaders how to do that.

Q It's a challenge to shift from the mindset of having all of the answers to, as you said, letting go and allowing others to discover answers for themselves.

A Definitely. Organizations are accustomed to utilizing external resources, advisors or consultants and their job is to come in, assess, give reports and give answers. And coaching is not about giving answers. Actually, coaching is about listening for the answers within the people you're coaching. Good executive coaches enable executives to become coach-like themselves as leaders. And we can't do that if we turn around and change the whole methodology by giving them the answers. People have many answers within and discovering that makes a difference.

Good executive coaches enable executives to become coach-like themselves as leaders.

Q And so you really focus on the executive as a whole person and enable them to solicit feedback and solicit thinking from others. I see where Intrinsic Coaching™ is tied into that. How else do you integrate Intrinsic Coaching™ with your work as an executive coach?

A Well, again, I work with executives on shifting their thinking from the urge of telling or giving the answer to one of listening and eliciting best thinking from others. This is always a challenge because in the beginning stages of coaching proving credibility is important to executives. This is why it's so important to educate them about coaching, including by our own actions as a coach. While integrating the Intrinsic Coaching™ methodology I usually start from the flip side of the model. Most leaders are typically what I call systemic types of leaders. They became a leader because they were a results generator. The challenge for them as

a leader is to actually get results through other people. And so, when I said earlier that a leader needs to learn to let go, they also need to learn to let go of what their success was earlier on. Their success earlier on was actually as a doer, accomplishing tasks themselves, and now success is achieved through other people getting tasks completed. The Intrinsic Coaching™ methodology enables me to shift leaders' thinking from really being systemic thinkers, or systemic types of leaders, who are still jumping in and doing it themselves, to a more intrinsic thinking style, regarding people as capable, creative and complete, stepping back and enabling the folks they lead to learn as they go.

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Q Letting go. Do you find that's difficult for people to do?

A It's very difficult. When I work with leaders, no matter what the situation, there are always silos that you can put issues in and one of the biggest is letting go. The further somebody moves up the ladder as an executive, the further they get removed from the actual work that's getting done. And they have a challenge of letting go, not actually being the person doing the work, or directly seeing it get done. And with that comes the need for a level of trust. Once leaders can develop trust from their employees, they can learn how to let go. Once executives let go, they can do more of the work that they're really designed to be doing--being the visionaries of the organization--versus being the people who actually do the work. So quite often, the productivity of organizations comes from executives who are leading their employees and empowering them because they have learned how to let go.

Once executives let go, they can do more of the work that they're really designed to be doing--being the visionaries of the organization--versus being the people who actually do the work. So quite often, the productivity of organizations comes from executives who are leading their employees and empowering them because they have learned how to let go.

Q Trust is reciprocal. When executives are establishing trust in their employees their employees are going to trust them as CEOs.

A Isn't it interesting how it works both ways? I cannot expect my people to trust me if I do not trust them.

Q Trust is definitely important in organizations, relationships and coaching. Could you explain the coaching presence that is needed when coaching CEOs?

A A coaching presence starts with the coach's credibility and the first time you walk into the room with a senior executive--the CEOs and the Chief Operating Officers. They're not accustomed to a coach-like approach. What they are accustomed to is challenging somebody to come into their office with answers, so when a coach comes in asking questions and trying to elicit the best thinking from the executives it's something new. So when a CEO challenges you as a coach and asks you for answers and you don't give any, the ability to stay there is what I call the presence. It's the ability to have presence as a coach that says, "I can go into that office with confidence, be effective, go nose-to-nose with you as an executive and not back down." Many new developing coaches haven't had past experience being in an executive level job or having found themselves sitting in a room with other executives and so what happens is they come into the executive's office very tentative. Therefore the presence or the credibility they have is really gone before they even get started. And in many cases you only have one shot with a senior executive at establishing that presence or that credibility in order for them to invite you back again.

So when a CEO challenges you as a coach and asks you for answers and you don't give any, the ability to stay there is what I call the presence. It's the ability to have presence as a coach that says, "I can go into that office with confidence, be effective, go nose-to-nose with you as an executive, and not back down."

Q Is this coaching presence something that's developed with experience or is there something more?

A Well, experience is one of the great places that you develop a coaching presence. But I also have a belief--and this may be one of the old dog beliefs--but I really believe that the best coaches have a credibility or presence inside them to begin with and it's something they carry with them. And so what happens when these coaches go out into the world and participate in coach training programs, it enhances that presence but I'm a bit of a believer that for most successful coaches who work at the senior executive level, it's something they inherently have in them to begin with and experience and/or training enhances it.

Q Do you see a connection between Intrinsic Coaching™ and enhancing the coaching presence necessary to successfully coach a high level executive?

A Yes. The Intrinsic Coaching™ methodology provides a core structure you can depend on, even or especially in difficult situations. When a coach faces a situation that confounds them, referring to the core elements of Intrinsic Coaching™ and sticking to them is great way to get to the other side.

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Q What would you want senior executives to know about coaching?

A That's a great question. One of the first things I want senior executives to know is that coaching is here to stay. There are beliefs out there, and I think these beliefs are fading away quickly, that coaching is another one of those fads and will eventually fizzle out. So number one, I want executives to know that coaching is here to stay, that coaching is a true profession, a credible profession, and there's an expectation today that "coaching" not be just another one of those tags that people put on their business cards. Coaches are expected to have credible training in coaching. I also want executives to understand that when you coach in organizations, the development of an individual in an organization through coaching meets not only the agenda of the individual but also the agenda of the organization.

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This is where a lot of executives get worried about coaching. In many cases, what happens in executive coaching is you have a coach who works one-on-one with a leader in an organization and because of confidentiality, they're concerned about what's actually taking place in the coaching assignment. And when you coach in an organization, what should be transparent is actually what the coachee is going through with their coach. And the best way for it to be transparent is for it to be a three-way conversation. My belief is that the executives in the organizations should be actively involved in the development of their leaders by being a sponsor of coaching. And once they're actively involved as a sponsor for people in their organization, the fear of what's actually happening in a private, confidential conversation in traditional coaching is lifted. What I really want executives to understand is that being coach-like is the leadership wave of the future. Actually, I shouldn't even call it a wave of the future. Coaching is the leadership approach most effective and appropriate for today. Traditional leadership has always been more systemic, it's always been, "I have to tell others what it is that needs to be done." Leadership today is really shifting to being more coach-like as a leader.

What I really want executives to understand is that being coach-like is the leadership wave of the future. Actually, I shouldn't even call it a wave of the future. Coaching is the leadership approach most effective and appropriate for today.

Q And being coach-like as a leader is empowering for everyone who is working for that executive.

A Yes. What happens is when leaders become coach-like themselves, even if it's through the sponsorship of others receiving coach training, what happens is the culture itself will shift and the culture in that organization becomes more coach-like. Again, in the old days, coaching was viewed upon as more of a leadership development for an individual leader. That quite often meant what I call fix-it coaching,

as in, "Okay, a leader who isn't doing so well, a leader who needs to be accelerated" - some people would call it remedial kinds of coaching - "we either need to get them fixed or get them out of here and a coach is what we're going to try next." Early on, that was the view of what leadership coaching was like in organizations.

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Today, coaching is what we are doing to accelerate the learning and development of all the leaders in our organization and it's looked upon as a benefit. I want executives of organizations to embrace the idea that not only are we looking at the development of each individual leader, but the development and the transformation of the culture of the organization to being a coaching culture.

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Q When you talk about the culture embracing coaching, what impact have you seen on organizations that made coaching a part of their culture?

A One of the biggest things that's happening today in organizations is one of succession planning. Organizations are all of a sudden realizing that they have an aging population of executives and that those executives aren't waiting until they're 65 to retire. A lot of executives are retiring even earlier. And what happens is they haven't prepared the leaders under them to take their job. One of the greatest benefits of coaching in organizations right now is the succession development of future leaders in the organization. And we're seeing a lot of activity now where an executive is announcing his or her retirement and at the same time announcing a successor because of what's been done--they've been more coach-like in the way they've developed the leaders under them.

One of the greatest benefits of coaching in organizations right now is the succession development of future leaders in the organization. And we're seeing a lot of activity now where an executive is announcing his or her retirement but at the same time announcing a successor because of what's been done—they've been more coach-like in the way they've developed the leaders under them.

In the most effective organizations, when they transform themselves as an organization, coaching happens because the senior executives are the ones that say, "I want to learn how to be more coach-like as a leader." So it's not something that you do to the rest of your employees, but is something the executive is actually the initiator of and therefore one of the key learners.

What happens a lot today with succession planning is, even though people are making the decision to retire, it's not like it was generations ago where they retired and they stopped working. People still have real life left in them and some real value to give an organization. If we don't burn them out by requiring those senior executives to always be the ones with all the answers, there's still some value left in those folks to the organization when they retire. What we're starting to see now are people retiring but still being involved in the organization as a mentor, or guider, or developer of future leaders. And it's because they still have some energy left.

Q What words of wisdom would you give an executive who is trying to integrate coaching into their culture?

A First, coaching is not something that you have done to your people. It's something that you do in your organization including the executives themselves. Again, I think in the old traditional days, executives said, "We need to develop our leaders so therefore let's get training or something for our leaders to develop them." In the most effective organizations, when they transform themselves as an organization, coaching happens because the senior executives are the ones that say, "I want to learn how to be more coach-like as a leader." So it's not something that you do to the rest of your employees, but is something the executive is actually the initiator of and therefore one of the key learners. Once executives embrace the idea of coaching and want to be a learner themselves, coaching is looked upon as a benefit in the organization, something that everybody wants to have versus just the idea that coaching is a remedial thing because you need to be fixed.

Q Earlier you mentioned that coaching is the wave of today, not just the future. When executives challenge the idea and ask, "How can you measure results of Intrinsic Coaching™," how do you address that?

A That's a great question. There are numerous articles out there today about the return on investment of coaching in organizations. I find it all comes down to that organizations will define themselves by the results they're looking for in their own coaching program. I mean, we talk so often about coaching being customizable to each individual that's being developed and for each organization. But what we don't do is we don't customize what it is that they're looking for as their return on investment or the results they're after. What should happen is each organization needs to be able to define things that are important to them and identify what results they're looking for when they institute a coaching program. In many cases they're subjective—executive coaches look for one that seems to always rise to the surface, such as, "The more rapid development of the leaders in our organization," again, because of the retirement of the baby boomers, not having succession people ready and all those other kinds of things. What they're also looking for is that the decision making in the organization filters and cascades its way further and further down the organization. And what happens in organizations is they want to measure how far down in the organization the decision making is going. And it's a hard one to measure. What happens in many cases is it becomes totally subjective and an organization is the one who should be the best evaluator of the results of what they get out of the coaching program.

What should happen is each organization needs to be able to define things that are important to them and identify what results they're looking for when they institute a coaching program.

Q Asking the organization what's important to them in terms of ROI—that's a coaching question right there.

A It is a coaching question isn't it? It's challenging though because coaches, quite often, when they're going in and trying to really sell good, effective coaching work to an organization the dominant question is, "What's my return on investment?" Coaching is a return on investment. The hard part is not being able to say, "Well here's 10 very solid quantifiable and measurable ways you're going to see results," because that's usually what the organization's looking for. Executive coaches come back and ask the question, "What are the results that are important for you to have," followed by, "How would you measure that?" These questions make our profession what it is. Coaching is the process of eliciting the best thinking from those folks who are or would be our clients.

Executive coaches come back and ask the question, "What are the results that are important for you to have," followed by, "How would you measure that?" These questions make our profession what it is.

Q You mentioned earlier that senior executives have predominantly systemic thinking or extrinsic thinking. As an executive organizational coach how can you be assertive for the intrinsic without becoming extrinsic or systemic, yourself?

A I think the likelihood of the executive understanding intrinsic thinking is something that develops over time because of the trust that gets developed between the leader and the coach who has had the opportunity to work with them inside the organization. Intrinsic thinking, itself, is something that happens over time, along with a shifting of the culture of the organization. As the shift to more intrinsic thinking happens, it also develops a greater level of trust between the executive being coached and his or her coach, and in the organization.

Q You've talked about trust a few times during this conversation. It's evident trust is very important when it comes to coaching.

A There's no question that trust is imperative. It goes back to what we talked about earlier—the credibility of the coach and the coaching presence. What is the opportunity for a coach to develop a level of trust, almost instantaneously, with an executive? The answer is that credibility of presence we talked about earlier.

Q What impact has Intrinsic Coaching™ had on you, personally and/or professionally?

A Well, a couple things come to mind. Professionally, Intrinsic Coaching™ really has confirmed the 22 years of coaching style I've had. Totally Coached, Inc. has a solid, coach training program that has a lot of value. It's really helped solidify my thoughts about how I've been approaching coaching over the previous 22 years. This confirmation has given me a lot more confidence about the way I coach.

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As a personal benefit, once I finished my Intrinsic Coach™ training, again this fits into the level of confidence, it's stepped me into what I call my bigger game—my bigger game of being a bigger coach in the coaching profession or the coaching world. I've been a very successful coach in the western Canadian market over the last 22 years, but Intrinsic Coaching™ has helped me define what I call my bigger game—and that's becoming more North American in the delivery of quality coaching in organizations.

I've been a very successful coach in the western Canadian market over the last 22 years, but Intrinsic Coaching™ has helped me define what I call my bigger game—and that's becoming more North American in the delivery of quality coaching in organizations.

Q The bigger game—I like that. What is most rewarding for you as an executive coach?

A What's most rewarding for me as a coach is my belief that the power to transform the world actually sits within organizations of the world.

In order for us to really have a dramatic effect on what happens in the world, we need to transform the cultures of organizations. I believe that the measures, or the tools that will have an impact in transforming cultures and organizations, is coaching. And so this idea that organizations can transform the world through coaching, it's all about that bigger game. With this idea comes my operating philosophy, something I call shared abundance. If the organizations of the world would look to the cultural shift that actually has a drive and an initiative toward the number one priority in the organization, the employees, not only do they transform the culture of the organization, but I believe, those individuals will actually have a greater impact on what happens across the entire world. It's kind of a grander scheme philosophy to say that as coaches, we impact the world by the work we do in transforming leaders and organizations.

What's most rewarding for me as a coach is my belief that the power to transform the world actually sits within organizations of the world....It's kind of a grander scheme philosophy to say that, as coaches, we impact the world by the work we do in transforming leaders and organizations.

Q That's quite a powerful statement. We can impact the world through coaching and transforming leaders and organizations. We have the power to change the world! You mentioned earlier that there are many different types of coaching. Could you explain the difference between an internal coach versus an external coach?

A There are different kinds of coaches. There are coaches who are internal in organizations. There are coaches who are external to organizations. I've been an external coach my entire career and Totally Coached, Inc. has predominantly trained people to be internal coaches in organizations. My belief is Totally Coached, Inc. has trained more internal coaches than anybody else as a training institution.

Sometimes there's a little bit of competitiveness between external coaches and internal coaches. If you go back to my philosophy around shared abundance, there shouldn't be any competitiveness. In fact, what there should be is collegiality between internal coaches and external coaches. If an organization is really looking for transformational change, it will be best accomplished with a combination of internal and external coaches working together.

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Q It's teamwork—internal and external coaches working together toward a common goal.

A Exactly. There are values for both. Internal coaches have a much better understanding of the internal workings of the organization and its culture because they're inside it on a daily basis. They're the ones inside the organization and working with the employees of the organization on an ongoing basis. The external coaches don't have that opportunity. The challenge for internal coaches when it comes to coaching senior executives of their organization is the internal politicalness that's attached to it. My belief is that senior executives in an organization may potentially be better served with a very experienced external executive coach, versus an internal. But for the transformation of the organization, and coaching across the culture of the organization, a combination of external and internal coaches is the only way to go.

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Bob, do you have anything else that we didn't touch on that you would like to add?

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The last thing I would like to comment on is the great value of Intrinsic Coaching™. It enables leaders to let go of having to always be the expert. It enables them to really recognize that their people, every one of the people in their organization, is capable, creative, and complete. Just imagine the pressure it takes off that executive, from having to be the one with all the answers to being the one eliciting best thinking from others.

The last thing I would like to comment on is the great value of Intrinsic Coaching™...Just imagine the pressure it takes off that executive, from having to be the one with all the answers to being the one eliciting best thinking from others.

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Eliciting best thinking provides relief to executives and creates capability in those they lead. Bob, again, thank you for your time. It's been a pleasure talking with you.

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Thank you.

Who is Totally Coached, Inc.?

Totally Coached, Inc. is a Scottsdale, AZ based company that founded the proprietary and uniquely effective Intrinsic Coaching™ methodology. Reaching internationally, the Intrinsic Coaching™ methodology enables “Thinking better. Together.™” for benefits that extend across the workplace and beyond the organization's walls to create healthier lives, healthier organizations, and a healthier world.

To be an Intrinsic Coach™ Executive Coach like Bob Johnson, contact 480-515-5220 or totallycoached@totallycoached.com.

Make a better life.
Live a better world.™