

Appendix: Article I

What Happens When Your Leaders Learn to Coach?

In the spring of 2008, Patty Burgin began to train small cohorts of mid-career professionals. In their own ways, each person had asked her some version of, “How do I learn to do what you do?” And each person was seeking certification in this emerging old/new profession of coaching. That same year SeattleCoach became a credentialed training provider of the International Coaching Federation (ICF). Since then, hundreds of SeattleCoaches have pursued the rigorous preparation required for professional certification. These small cohorts of allies have become known as SeattleCoach Flagship Cohorts.

Then in 2015, leaders and their organizations began to ask us for executive coaching education for their veteran leaders. This track could be briefer and more customized. We listened and began to understand that this second wave would require three things:

1. ***Sponsoring executives who understood the value of coaching,***
2. ***Leaders and people-managers who were raising their hands, and***
3. ***External executive coaches who knew how to facilitate and model the learning.***

In response, we co-created rich cohort experiences for organizational leaders and their teams. Rather than focusing on professional credentialing, these veteran leaders and their sponsors are aiming to increase their leadership effectiveness. They too are SeattleCoaches. And they are building world-class coaching cultures. We called this second wave, Coaching for Leaders (CFL).

Happily, in the years since 2008, approximately half of the hundreds of coaches we’ve trained at SeattleCoach have become entrepreneurial, credentialed coaches. Since 2015, and the development of CFL, just as many have stayed in place in great companies and organizations—only now, as better bosses and people managers.

Coaching is a twenty-first-century leadership movement. Organizations that are succeeding in the twenty-first century have leaders who are both empathic and agile—with their markets and with their talent. Jobs, careers, and teams are changing. What is not changing is the fact that people who find ways to work well together (and with their screens) are more likely to, as we say at SeattleCoach, *make money, have fun, and do good* in the short time we all have on the planet.

We think of coaching as a way of partnering to create highly customized and collaborative, just-in-time adult learning and leadership development. Leaders who have experienced coaching usually begin to listen differently, to ask questions differently, and to keep a laser focus on agreed-upon priorities, competencies, competitiveness, and performance. Their teams then join the learning. The results can be impressive and contagious, and the ROI compelling.

Like you, we know that talented employees are looking for work that matters. This usually means finding a sense of purpose and service. And they are also seeking opportunities at work for personal and professional development. If both elements are not present, those employees are more likely to change companies than they are to simply change jobs within the company. The old saying still seems to be true that *talented people join great companies, and they leave bad managers*.

Some Anecdotal Feedback: One Company's Experience of CFL

At the conclusion of one of our first rounds of CFL at Microsoft, I asked the participants: *Do you think this company of yours will make more money, have more fun, and do more good because you guys have invested this time in becoming coaching leaders?*

Their answers (coming mostly all at once):

- *We'll listen better and take better risks.*
- *We'll ask better questions and be more innovative.*
- *We'll take criticism better.*
- *We'll course correct faster.*
- *We'll argue about the right things, but more kindly.*
- *We'll probably stay around longer.*

Then I think someone dropped a mic.

SeattleCoach is the "craft brewery of leadership coaching." In everything we do, our goal is to start with world-class ingredients: our content, our process, and cohorts of people like you. Along the way we stay accessible and responsive, and we leave a coaching community of "Connection, Curiosity, and Challenge" in our wake. We charge for our work, but the affection is free.