

Part Two: Individual Behavior in Organizations

8 Using Personal Coaches to Reach Goals

00:44:34:01 --:--:--:--

- So stand in front
of the mirror.

00:44:35:20 --:--:--:--

- Oh, this is very me.

00:44:36:24 --:--:--:--

- Okay.
- This is very me.

00:44:38:03 --:--:--:--

- This looks great.

00:44:39:05 --:--:--:--

- This may look like
a shopping session,

00:44:41:02 --:--:--:--

but it's not.

00:44:41:27 --:--:--:--

It's a coaching session.

00:44:43:06 --:--:--:--

- For some of us who have--
who are pear shapes...

00:44:45:13 --:~:~:~:~:~

- Mm-hmm.

00:44:46:04 --:~:~:~:~:~

- We don't want to have
a cuff at our trouser.

00:44:48:05 --:~:~:~:~:~

We want to look long.

00:44:49:09 --:~:~:~:~:~

- Sharon Glickman is
a personal appearance coach.

00:44:51:19 --:~:~:~:~:~

- We want to tell
a story when we dress.

00:44:53:13 --:--:--:--

- And it's not just
appearance coaching.

00:44:55:11 --:--:--:--

These days, you can find a coach
for just about anything.

00:45:08:03 --:--:--:--

Susan Harris says her clients
feel nurtured

00:45:09:29 --:--:--:--

by having
a personal gardening coach.

00:45:11:25 --:--:--:--

- We need a little
bit more advice.

00:45:13:15 --:--:--:--

I want some more variety
in here.

00:45:01:15 --:--:--:--

- They like the idea that
someone's gonna hold their hand

00:45:03:26 --:--:--:--

right on their property and say,

00:45:05:09 --:--:--:--

"Okay, in your garden, here's
what you need," she said.

00:45:07:13 --:--:--:--

And they like that hand holding.

00:45:09:00 --:--:--:--

- Of course the idea of a coach
really comes from sports.

00:45:11:14 --:--:--:--

- It's sort of
sweaty sweatshirt.

00:45:13:01 --:--:--:--

It's sort of
a little bit modely.

00:45:14:20 --:--:--:--
They don't intimidate you,
they help you.

00:45:16:20 --:--:--:--
They find the inner
your success story.

00:45:18:17 --:--:--:--
They're not gonna try
to outstage you.

00:45:20:13 --:--:--:--
- Marian Salzman
is the chief trend-spotter

00:45:22:14 --:--:--:--
for the J. Walter Thompson
advertising firm.

00:45:24:18 --:--:--:--
She says the personal coaching
phenomenon

00:45:26:18 --:--:--:--
really started
about ten years ago

00:45:28:10 --:--:--:--
and just kept building.

00:45:29:16 --:--:--:--
How much does this have
to do with the idea

00:45:31:14 --:--:--:--
that people just have
a little extra income?

00:45:33:17 --:--:--:--
- A little extra income
is part of it.

00:45:35:10 --:--:--:--
Another part of it
is our increasing comfort

00:45:37:13 --:--:--:--
with buying services because
time is the ultimate currency.

00:45:40:04 --:--:--:--
So I can buy people to give me
more time for myself.

00:45:42:12 --:--:--:--
But there's something else
going on,

00:45:44:06 --:--:--:--
this desire that we've got

00:45:45:12 --:--:--:--
to keep unlocking
our next potential.

00:45:47:03 --:--:--:--
- In fact,
it was executives trying

00:45:48:25 --:--:--:--
to unlock their potential

00:45:50:05 --:--:--:--
who first started using
personal coaches

00:45:52:05 --:--:--:--
outside of sports.

00:45:53:07 --:--:--:--
- The thing I want to pick up on
is my sabbatical proposal.

00:45:55:23 --:--:--:--
- Great.

00:45:56:13 --:~:~:~:~:~
Let's talk about that.

00:45:57:19 --:~:~:~:~:~
- Yeah.

00:45:21:11 --:~:~:~:~:~
- Every few weeks,
Bill Pringle,

00:45:22:28 --:~:~:~:~:~
a top official at an
environmental research

00:45:24:26 --:--:--:--
and lobbying organization,

00:45:26:05 --:--:--:--
has a session with
his life coach, Ed Modell.

00:45:27:13 --:--:--:--
- And one of the issues Bill and
I worked on together

00:45:29:17 --:--:--:--
was his being more proactive
about being a leader,

00:45:32:02 --:--:--:--
rather than waiting for somebody
to come to him and say,

00:45:34:10 --:--:--:--
"Bill, will you take charge
of this?"

00:45:36:04 --:--:--:--
- Coaching for me is a way
of getting back

00:45:38:01 --:--:--:--
into a place of being present

00:45:39:14 --:--:--:--
where I can
actually be effective

00:45:41:04 --:--:--:--
in focusing on what comes next.

00:45:42:20 --:--:--:--
- And, you know, you don't do
this kind of work,

00:45:44:24 --:--:--:--
so how can you tell him
how to proceed?

00:45:47:05 --:--:--:--
- Because coaching is about
the client, not about me.

00:45:49:17 --:--:--:--
I don't tell him how to proceed.

00:45:51:04 --:--:--:--
This is about helping Bill
draw out

00:45:52:19 --:--:--:--
his solutions to his issues.

00:45:53:29 --:--:--:--
- Modell charges up
to \$180 an hour,

00:45:55:15 --:--:--:--
depending on the client
and the assignment.

00:45:57:09 --:--:--:--
Though there's no requirement
for any coach to be licensed,

00:45:59:25 --:--:--:--
he, like the prospective coaches
at this session,

00:46:02:02 --:--:--:--
took 125 hours of course work
from the ICF,

00:46:03:27 --:--:--:--
the International
Coach Federation,

00:46:05:19 --:--:--:--
one of dozens of coach-training
programs around the world.

00:46:08:08 --:--:--:--
- You're there doing two things
simultaneously.

00:46:10:16 --:--:--:--
You're helping a client
deepen their learning

00:46:12:23 --:--:--:--
about who they are,
how they operate in the world,

00:46:15:01 --:--:--:--
what's important to them.

00:46:16:11 --:--:--:--
And you're helping them forward
their action from that place.

00:47:52:03 --:--:--:--
- Currently there are more women
then men in the coaching field,

00:47:54:20 --:--:--:--
but there are plenty
of male recruits too.

00:46:09:12 --:--:--:--
The future coaches spend lots of
time practicing on each other.

00:46:12:05 --:--:--:--
- Terry, tell me about your
interest in setting boundaries.

00:46:14:24 --:--:--:--
- I should have more
of a balance

00:46:16:11 --:--:--:--
of how much I work,
how much I play.

00:46:18:01 --:--:--:--
- They sport name tags
that describe the qualities

00:46:20:08 --:--:--:--
they'd like to achieve
as coaches.

00:46:22:00 --:--:--:--
And this training teaches them
not only

00:46:23:27 --:--:--:--
to become executive coaches,

00:46:25:12 --:--:--:--
but also life coaches.

00:46:26:18 --:--:--:--

What does that mean?

00:46:15:22 --:--:--:--

- That means that I form a partnership with my client

00:46:17:28 --:--:--:--

to help them reach the goals that they want to reach.

00:46:21:10 --:--:--:--

It can be major life change.

00:46:22:23 --:--:--:--

It can be changing a job.

00:46:24:01 --:--:--:--

- Susan Braverman,
a former social worker,

00:46:25:29 --:--:--:--

is one of more than 30,000 life and leadership coaches

00:46:28:05 --:--:--:--

now estimated to be practicing.

00:46:29:22 --:--:--:--

Why in the world does somebody need someone like you?

00:46:32:04 --:--:--:--

- I don't think it's a question of need so much as want.

00:46:32:12 --:--:--:--

It's a wonderful gift to give yourself

00:46:34:01 --:--:--:--

to have a supporter just for you to cheer you on.

00:46:39:23 --:--:--:--

- Case in point:
Marian Haider.

00:46:41:18 --:--:--:--

She says she might never have had this moving day,

00:46:43:21 --:--:--:--
daring to live on her own
in a new apartment,

00:46:45:18 --:--:--:--
without her life coach,
Susan Braverman,

00:46:47:12 --:--:--:--
who coached her
through a divorce.

00:46:49:04 --:--:--:--
Did you not have friends
or family

00:46:50:24 --:--:--:--
that you could talk
about this with?

00:46:52:17 --:--:--:--
- I did, and I continue to,

00:46:53:26 --:--:--:--
but I'm sure that at some point
they probably got bored

00:46:56:10 --:--:--:--
hearing me complain
about certain things.

00:46:58:11 --:--:--:--
You know, coaching's kind of
a selfish luxury, if you will.

00:46:51:12 --:--:--:--
And I just wanted someone
that could help me work

00:46:53:12 --:--:--:--
through the process
and just focus on me.

00:46:55:10 --:--:--:--
- Did you ever think about going
to a therapist

00:46:57:14 --:--:--:--
or an MD or someone like that?

00:46:55:14 --:--:--:--
- I had actually been to
a therapist or a counselor

00:46:57:15 --:--:--:--
at various times in my life.

00:46:58:23 --:--:--:--
The therapy and the counseling
was helpful,

00:47:00:29 --:--:--:--
but quite frankly, I didn't want
to rehash my childhood.

00:47:03:15 --:--:--:--
- In fact, Susan Braverman, like
all the coaches we spoke to,

00:47:05:29 --:--:--:--
was quick to say she
is not a therapist.

00:47:06:21 --:--:--:--
She doesn't psychoanalyze
her clients.

00:47:08:18 --:--:--:--
She does get them
to make promises

00:47:10:03 --:--:--:--
that they will accomplish
certain goals.

00:47:12:01 --:--:--:--
- I would frequently check
back in with her

00:47:13:29 --:--:--:--
and tell her, hey, you know,
I did this.

00:47:15:25 --:--:--:--
Either send her an email

00:47:16:28 --:--:--:--
or the next time we had
the coaching session.

00:47:14:27 --:--:--:--

- And, says trend spotter
Marian Salzman,

00:47:16:22 --:--:--:--

there is a reason clients want
to show their coaches

00:47:18:25 --:--:--:--

they are making progress:

00:47:19:16 --:--:--:--

- There is something
about the fact

00:47:21:02 --:--:--:--

that there's
a financial transaction.

00:47:23:04 --:--:--:--

They feel like they've invested
in it,

00:47:25:00 --:--:--:--

therefore it has value.

00:47:26:08 --:~:~:~:~:~

Your friends' advice,
it wasn't as valuable.

00:47:28:11 --:~:~:~:~:~

You didn't pay for it.
It was free.

00:47:30:01 --:~:~:~:~:~

- Salzman says
that life coaching

00:47:31:21 --:~:~:~:~:~

or executive coaching

00:47:32:27 --:~:~:~:~:~

or garden

00:47:33:18 --:~:~:~:~:~

or even appearancing coaching

00:47:35:04 --:~:~:~:~:~

are just the tip

of the iceberg.

00:47:36:21 --:--:--:--
What's the weirdest kind
of coaching

00:47:38:15 --:--:--:--
you've heard about so far?

00:47:39:25 --:--:--:--
- Housebreaking.

00:47:40:26 --:--:--:--
Coaches that people hire
to housebreak their pets.

00:47:43:07 --:--:--:--
- Don't worry.

00:47:44:04 --:--:--:--
We're not gonna show you
housebreaking.

00:47:46:01 --:--:--:--
But there are
housekeeping coaches,

00:47:47:25 --:--:--:--
like Phoebe Coles.

00:47:48:27 --:--:--:--
- And then we list
the key solutions

00:47:50:19 --:--:--:--
and the strategies down here.

00:47:56:14 --:--:--:--
- A family manager coach,
to be exact.

00:48:00:11 --:--:--:--
Her background, no surprise,
was in the Army.

00:48:02:15 --:--:--:--
- Soon as you come in, don't let
junk mail become clutter.

00:48:01:27 --:--:--:--

- For \$200 for a full makeover,

00:48:03:10 --:--:--:--
she coaches clients
like Gena Salonga,

00:48:05:02 --:--:--:--
a mom who's trying
to start a new business,

00:48:06:26 --:--:--:--
on how to run their homes.

00:48:08:05 --:--:--:--
- We all like coaches.

00:48:07:13 --:--:--:--
We like the idea of just having
someone come alongside us

00:48:09:22 --:--:--:--
and say,
"Hey, you can do that.

00:48:11:04 --:~:~:~:~:~
You can have
a smooth-running home."

00:48:12:28 --:~:~:~:~:~
- We talk about it.

00:48:13:12 --:~:~:~:~:~
"I think my girlfriends
and I get together,

00:48:15:08 --:~:~:~:~:~
we all have the same problems;
that's the problem.

00:48:17:28 --:~:~:~:~:~
We all just gripe about what we
have to do during the day.

00:48:20:05 --:~:~:~:~:~
But we don't have
any real solutions,

00:48:21:22 --:~:~:~:~:~
so Phoebe is my solution.

00:48:23:01 --:--:--:--
[laughter]