

## **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]