Welcome to the first edition of our 2013 quarterly publication. We hope you find its contents thought provoking and insightful. Spring is fast approaching, and we hope that it finds you refreshed and well-prepared for the rest of the year. We’ll be here to provide news and updates to make sure you stay ahead of the game.

Thanks,
Ian Lindsay McAfee
Media Director
Sherpa Coaching

When we open our Sherpa toolbox, we find a consistent thought process that tells us to think of decision-making broadly before narrowing our scope. In a society interested in immediate gratification, it’s difficult to consider the benefits of slowing down and thinking through a decision at hand. We must ask ourselves the following questions; is there something that makes coming to a decision necessary? What is driving the decision? What are the things that may prevent the decision from happening?

Defining Intimidation

Fear is a big motivator, but it’s probably not the most effective way to inspire others to action. So what is the upside of intimidation for some people? They know it gets results. They know how to be intimidating. It’s in their comfort zone.

Intimidation is aggressive. It is obvious. It is not simple. It can play out in different ways, and actually take on a disguise, so that it does not appear to be intimidation at all.

What exactly is intimidation? Intimidation has been described as “being made to feel afraid or discouraged in the face of someone’s superior status”.

Howard U. Certification
Howard University in Washington, D.C. has announced a partnership to offer Sherpa’s Executive Coaching Certification on campus this Spring. Howard becomes the ninth university to endorse and offer the program.

The program runs in two week-long blocks on campus at Howard University. Between sessions, participants get weekly phone support as they coach a practicum client. Classes run the week of April 22, 2013, and continue the week of June 10.
Who We Are:
Headquartered in Cincinnati, Ohio, USA, Sherpa Coaching is home to world-leading educators and researchers in executive coaching. We have trained and certified executive coaches since 2004. We provide coaching services through a global network, and offer workshops and training programs to refine leadership skills.

Coaching For Charity
Applications Due
Applications for the first Coaching For Charity awards are due at the end of March 2013.

Coaching for Charity is an annual awards competition designed to encourage and reward executive coaches who work with nonprofits, schools, governments, religious organizations and charities; providing coaching services at no charge.

The award will be presented this year at the Sherpa Executive Coaching Conference in Cincinnati, OH during Executive Coaching Week.

Click here to visit the homepage

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Decision Making
You might think by now: “Who has time to do all of this thinking about decision-making? Decisions have to be made, don’t they?” The answer, of course, is yes. However, you may need to slow it down; what exactly are the facets of this decision? What do you know about the situation?

I’ve heard people say that most executives make a decision without looking at any real options. However, could it be that the executives don’t know how to look at the choices around a decision from every angle? This approach means assessing everything from the easiest, most straightforward to the most complex. It could include the absurd; after all, we are brainstorming. Remove your filters, fears and assumptions. You have a clean slate. What are the possibilities? Wouldn’t it be exciting to look at something without boundaries? What could be the positive ramifications of that?

It really could help the decision-maker understand so much more about themselves. It may add a layer of confidence in the decision once it is made and prevent second-guessing. It will encourage a look at more than one option when making an important decision. As a coach we always want to encourage a leader to challenge themselves. Therefore I encourage you; even when you are the most confident, look at more than one option.

Judith Colemon is President at Sherpa Coaching in Cincinnati, Ohio, USA. She trains and certifies executive coaches at major universities, including Howard University and the University of Georgia. She can be reached at (513) 232-0002 or execed@sherpacoaching.com. Complete reports based on eight years of coaching research are available, a free download at sherpacoaching.com.
In large part, we go about our business, oblivious as to whether or not we are intimidating to other people. Here’s a case study:

You are the manager of a small software company. You have a project manager named Karen. Karen is very good at her job and capable of juggling things. However, Karen is intimidating to the rest of the staff.

This is a typical day in the life of Karen.
9:00 AM: Marion stops by her desk to hand her the month-end report.
Karen: Marion, I hope this is better than last month. I corrected 15 errors!
10:00 AM: Dolores calls Karen and asks her for her signature on a document.
Karen: Dolores, I am way too busy for that right now. Don’t you know I am working on a tight deadline?
11:00 AM: Rita and Luanda walk by Karen’s office. They pop in and ask Karen if she wants them to pick up anything for lunch.
Karen: Are you nuts? I am swamped. Go get your lunch, and shut the door behind you.

Well, you get the idea. By the end of the day, people can’t even bear to be in the same room as Karen. This goes on day after day, month after month. This behavior is seldom challenged, much less discouraged. There was even a best-selling business book that encouraged this behavior: ‘Winning by Intimidation’.

Do you see winning by intimidation as a good thing? Perhaps it’s a habit. Maybe this is the only way you know how to behave. Without meaning to discourage people, or strike fear in their hearts, this is just who you are.

We are going to examine several types of intimidation, to discover some general rules and archetypes. The key here is to keep an open mind. Could you be intimidating without even knowing it?

Intimidation Through Activity:
Sherpa Executive Coaching Conference 2013

Executive coaches worldwide: reach new heights. Meet at the world’s longest-running conference for executive coaches. At this 8th annual summit, you will spend time with coaching’s leading educators and researchers. Build a global network for yourself. Two and a half days, Sunday afternoon, June 2nd through Tuesday, June 4th, 2013, reach your summit at the Northern Kentucky Convention Center, close to the Cincinnati airport (CVG).

Conference admission: $729.00. Advance discount before March 25: $679.00

Click here for more information.

For more information about the conference, call Sherpa Coaching at (513) 232-0002 in the USA.

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This type of intimidation comes from ignoring the people around you. Ignoring people makes effective leadership impossible. The best way to remind yourself of this is to remember this story:

Leana is a Vice President in an insurance agency. She is task-focused and cares a lot about results. No matter where Leana goes, she carries stacks of papers and binders. Leana sends a very strong signal that everyone notices: she is busy, very busy all the time. She, in effect, walks around telling her staff that she is too busy and has no time for them. She rushes, no matter where she is going. She has built a wall between herself and her staff that she is not even aware of.

If you behave like this, you are creating intimidation by activity. Do you care about that? Do you want to stop doing it?

This will take some work, and some conscious attention. Develop new habits:

Slow down. Breathe. Take a minute to enjoy the people that work for you. Smile at your employees. Make eye contact every time you walk by. Take the time to notice those around you, because after all, they’re the ones who help you get it done.

Intimidation By Demand:

Every boss wants things done, and needs things done. The intimidator goes straight to the point, and does not mince his/her words. They will use these words: “want” and “need” without qualification.

“I need this done by Friday.”

“Want this on my desk by the end of the day.”

Those words offer no possibility for discussion. These words do not allow the listener to own even a small part of the conversation. People will shut down when they speak in this fashion.

Examine other words you use that could be intimidating. Can you think of any?

Sometimes the words, on their own, are not as intimidating as the way in which you say them. Are you raising your voice? Sound stressed, or demanding?

The things you are working on are important. In that moment, you may truly want
or need something. No one deserves to be spoken down to, loudly or meanly.

How do your words sound?

Do you find people not following your expectations? Do people cower when they talk to you? This is all about intimidation by demand.

Stop doing it. Change the words you are using, beginning today.

Brenda Corbett is Vice President at Sherpa Coaching in Cincinnati, Ohio, USA. She trains and certifies executive coaches at major universities, including the University of Georgia, Texas Christian, and Miami of Ohio. She can be reached at (513) 232-0002 or execed@sherpa-coaching.com. Complete reports based on eight years of coaching research are available, a free download at sherpa-coaching.com
Sherpa Executive Coaching Certification

Howard University Certification

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Spring 2013:
April 22-26 and June 10-13

Call Kim Wells, Director
202.806.1610

University of Georgia
Fall 2013:
October 7-11 and November 11-14, 2013

Our featured program, on campus at the University of Georgia, Athens.

Call Pam Bracken, Director
706.542.3537
Details at sherpacoaching.com

Sherpa’s educators bring a unique perspective to their programs. Sherpa Guide author Judith Colemon explains: “Most leadership development seems to come from old schools of thinking.”

Today’s leaders are pressed to produce results and adapt to constant change. Unless their business behavior matches their knowledge and skill, they can’t lead their teams to full potential. Executive coaches work with clients to create positive changes in business behavior, and they can be richly rewarded for their expertise. The fastest route to the top in executive coaching is a university-based executive certification. Kim R. Wells, Director of Executive Education at Howard University School of Business, says: “As a global leader in business education, the Howard University School of Business is excited to partner with Sherpa to offer the Executive Coaching Program. Executive coaching has increasingly become a fundamental necessity for competitive business professionals, and we at HUSB are excited to be part of a program that prepares and supports this growing business profession.”

Based on their text, “The Sherpa Guide: Process-Driven Executive Coaching”, authors Brenda Corbett and Judith Colemon have designed and delivered these university-based certification programs since 2005. The Sherpa certification is the only curriculum endorsed by multiple universities.

When Corbett explains the coaching certification, she talks about two audiences. “Larger organizations, including Duke Energy, Toyota and the National Cancer Institute have full-time executive coaches on staff. They all take Sherpa training to master a comprehensive coaching process. This allows them to work with consistent success across their organization. Our second market? Consultants and entrepreneurs who want to create or enhance a career in executive coaching. Our 8th annual research report tells us that demand for executive coaching is set for a sharp increase, as a new generation of leaders prepares to take the reins of power.”

Author Judith Colemon says: “Our 2013 market research shows that the Sherpa process is the most widely used in the world. University certified coaches have a depth of knowledge they can only get from working directly with the authors. They learn from our experience, then start coaching under our guidance. We have graduated an elite corps of three hundred Certified Sherpa Coaches over the years.”

With Howard University joining the University of Georgia, Texas Christian and seven other universities in adopting the Sherpa standard, executive coaches have a solid base to build a career on.

Click Here to Register | Click Here for Details
For more information, call Kim Wells: 202.806.1610