

## **AICT Practicum for Certification**

1.

Angela Greenwald, Ph.D.

President

AI Greenwald Coaching & Consulting, LLC

aigreenwaldconsulting@gmail.com

1-302-757-3952 (USA)

2.

I attended the AICT October 26-30, 2015, Las Vegas NV, USA which was facilitated by Karen Pratt and Sandy Kunimoto.

3.

I do have permission from my coaching client to tell their story and permission for the Company of Experts.net to share the story with others. The client has asked that his name not be used; therefore, a fictitious name and state have been inserted.

4a.

My coaching client is Bob Smith. He is the Business Manager for a Roman Catholic Church located in Delaware. He has been in his current role for 18 months. He has had previous roles in which he has supervisory responsibilities, but has not had broader experiences (supervisory, financial, planning and community interface) that are part of the Business Manager role. He is also a Catholic Deacon and he has served in that role for 4 years, having been an ordained Deacon for 12 years serving several other

Parishes. Bob supervises a staff of six and is generally a positive, can-do type of thinker who is well respected by the Staff, Clergy and faith community.

4c.

The **Generic Interview Process** was used to identify the Topic for the Coaching Inquiry. Initially, two areas of interest surfaced. The first topic was, "Be a better Business Manager" and the second was "Live all aspects of my life in a way that enhances my faith and allows me to better serve others." As the session progressed, it became clear to Bob that the real Positive Topic was "Demonstrate my faith by interfacing with priests, staff, and all laity with love and affirmation. When this happens, it will extend to my family and friends." As we gained clarity, Bob's enthusiasm and energy rose and he indicated that he was especially interested in receiving this coaching because he believed that it would promote personal insight and help him take steps toward achieving his goals. He shared a concern that he was not as effective as he might be and welcomed the opportunity for growth. He is very committed to the success of the Parish, and he shared that he is sometimes overwhelmed by the breadth of the work.

At the beginning of each session, I took the opportunity to briefly summarize insights gained by Bob and commitment he may have made in the previous session. In my experience in working with Bob, it became clear to me that it was important for him to feel that we were moving forward to an end, even if the "end" was evolving. I took great care to ensure that I truly summarized, not judge or direct Bob toward specific

actions. He acknowledged that he had thought a great deal about our discussions and he was very motivated to share his reflections. We used Bob's insights to gain further clarity on his Topic. He was passionate that "I can use my talents to make an impact through God" and felt strongly that his talents will enable him to "Demonstrate my faith by interfacing with priests, staff, and all laity with love and affirmation, family and friends."

4d.

### **Discover Modified Interview Guide**

Modified Interview Guide for Bob:

POSITIVE TOPIC – "Demonstrate my faith by interfacing with priests, staff, and all laity with love and affirmation, family and friends."

1. Tell me a story about a time where you demonstrated your faith by the way you interfaced with the priests, laity, family and friends.

(Best experience)

- Over what period of time did this experience take place?
- How did it come to be?
- What were the circumstances or conditions that supported it?
- What did you do to support the process?
- What did others do to support it?

- What do you think made it an exceptionally positive experience?

2. Let's talk for a moment about some things you value deeply, specifically:

- the things you value about yourself

- about **demonstrating your faith**

- when you are feeling best about when you **demonstrate your faith?**

What do you experience as the core value of **demonstrating your faith?**

Give some examples of how you experience that value.

3. What three wishes would you make for **demonstrating your faith**

that will both challenge you and support you?

4e.

### **Core Values**

The Core Values that emerged during the Discovery interview were:

- Being faithful to God and always being open to doing His will

- Being Humble and always having willingness to learn

- Being of service to others

4f.

### **Wishes**

The wishes that emerged during the Discovery interview were:

- Making sure that I am aligned with God's will in all that do
- Fulfilling my commitment to the Deaconate and living into that aspiration
- Being a good husband, son, friend
- Helping others and being a good role model in life

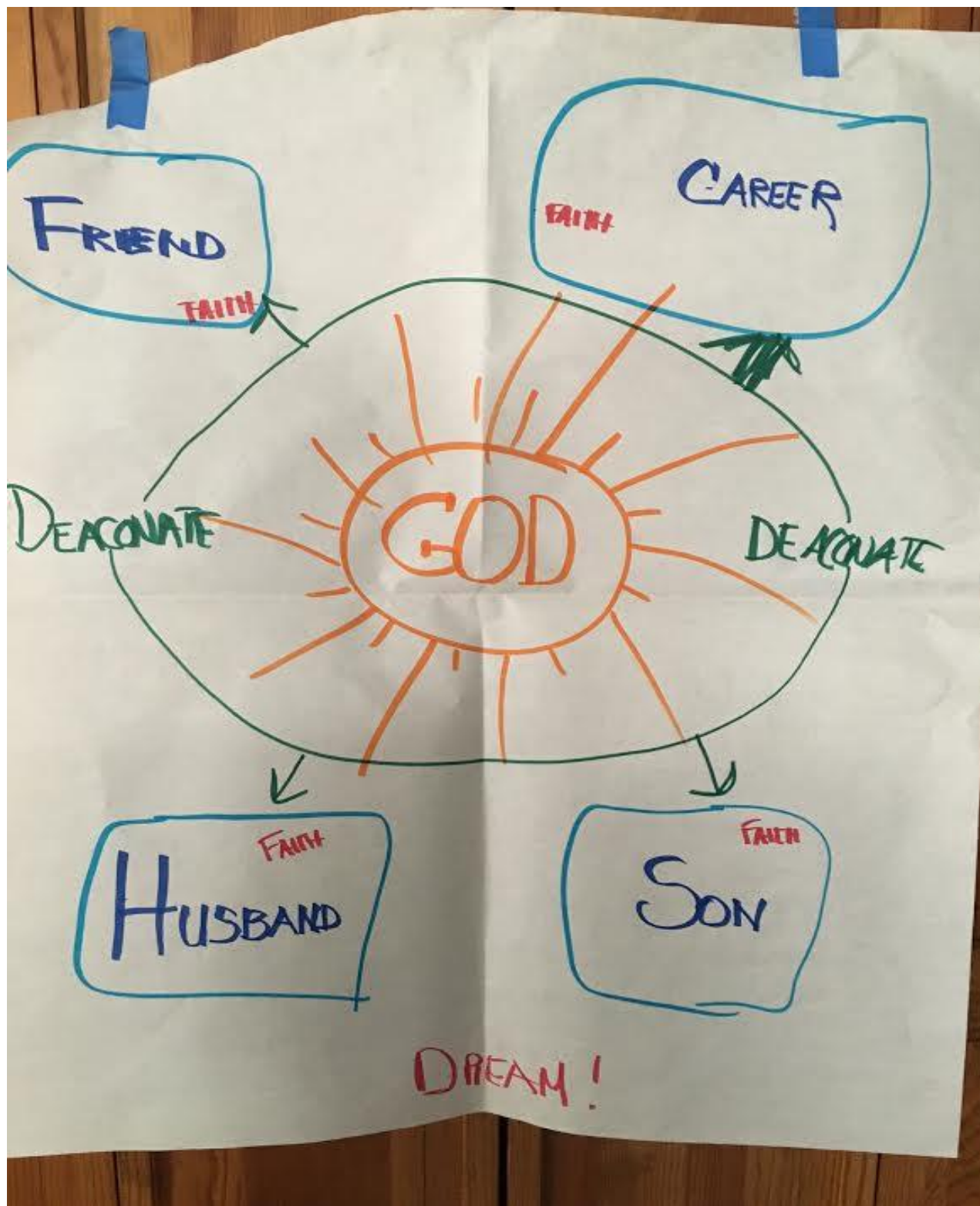
4g.

Bob initially struggled to create an image which would depict his Dream, but he decided to draw his thoughts on a Chart Pad. I came prepared to each session with a chart pad and markers so we were ready to go. I asked Bob the following:

- What image or visual metaphor would capture the essence of the things that are important to you, the things that are core and life-giving to you?

Bob sat with markers in hand and thought a great deal about the question.

He then began to create the image below.



Bob began with the word, "God" in the center. He also listed the following groups of people as significant in providing life-giving energy and meaning to his life:

- Husband
- Son
- Career
- Friend

He went on to point out that the Deaconate and Faith hold all aspects of his life together for him. He indicated that his life has been enriched by the ability to serve both God and others in a meaningful way. He spoke about the challenges that he experiences each day to realizing his Dream, and each time he connected the challenge to an opportunity for growth.

4h.

In my work (both coaching and consultation) with individuals, I have found that the term "Provocative Proposition" sometimes does not connect as well with my clients as the term "Possibility Statement." I framed the concept using this terminology, and Bob embraced it as we entered the Design phase. I invited Bob to look at his Dream image and tell me how the essence of that image might be represented in a Possibility Statement. I asked the following:

- How would you summarize the visual image that you created?
- How does it represent your aspiration?

- If you think of what a “theme song” tells you about your favorite TV show or movie, does that say it for you?

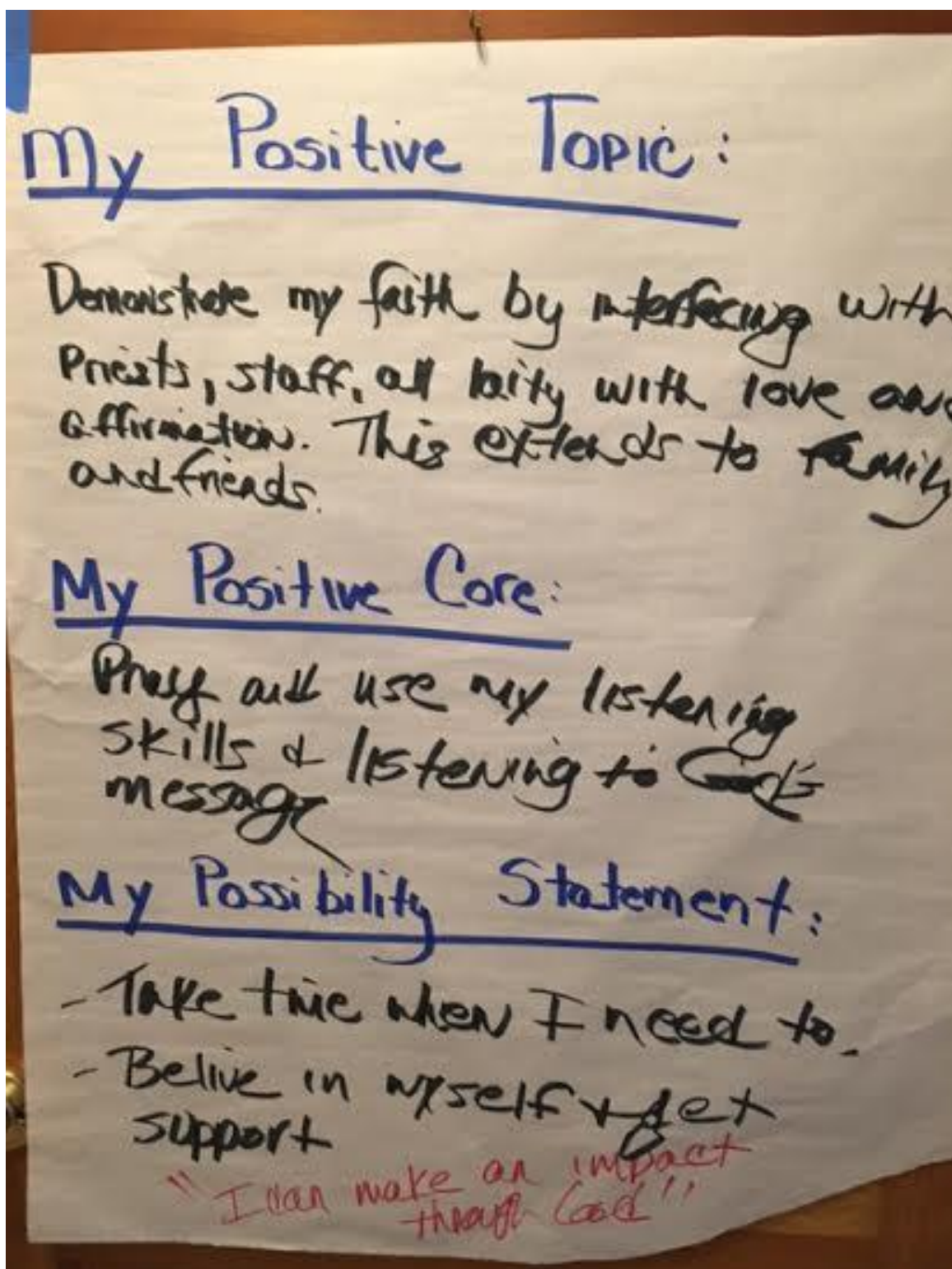
After a good bit of discussion - Bob struggled with how he could have a Possibility Statement that maintained humility – he decided on the words:

“I can make an impact through God.”

Bob spoke about the challenges that he faces in living into that Statement. I listened and reflected what I was hearing in an appreciative and affirming way. Once he had shared his thoughts, he confirmed that the Possibility Statement was one for which he had great energy. He connected it to all aspects of his life and he noted that it felt very congruent with his core beliefs.



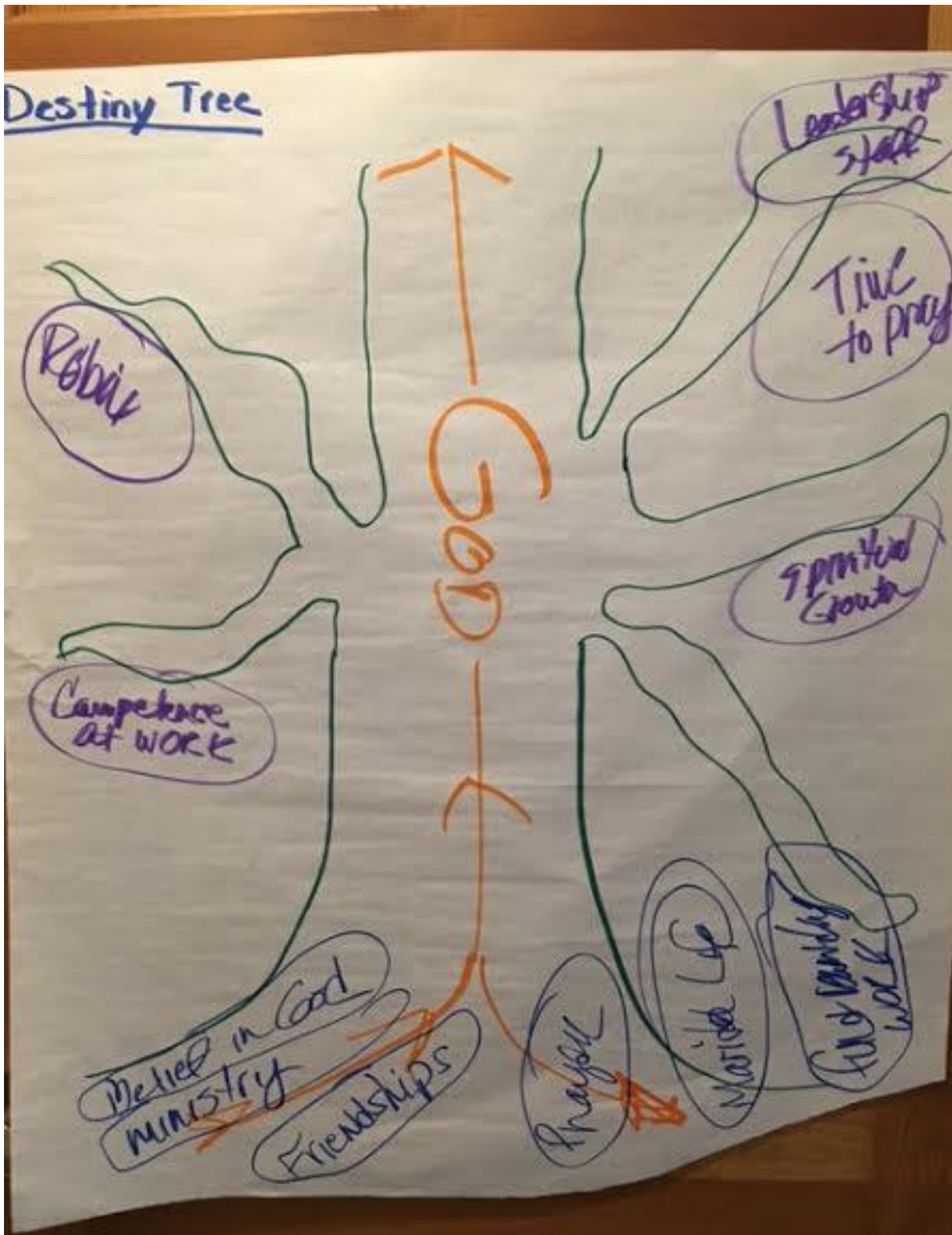
The Chart he created is below.



i.

As we transitioned to Destiny in the next session, considerable focus was placed on steps that Bob might take to make his dream a reality. He shared a number of personal and professional challenges that he was facing (illness of his wife's mother work stressors, changes in staff that required additional effort at work among a few) that cause him to set aside specific efforts to advance his objectives. I shared my experience of the "and" with Bob and asked him if he thought he could consider a time when he found a way to achieve balance with a challenge he faced and a dream he treasured. I invited him to imagine himself actually experiencing his Positive Statement and the steps he was taking to achieve it and ask himself, "if I were to let my constraints go, what might be possible?" He indicated that this was very helpful, and to remind himself of this he went to his dry erase board and wrote: "Think AND not BUT – all is possible!" He said that he intended to review this concept with the Staff in the following day's meeting. I asked Bob if the Positive Statement continued to ring true and have the same level of energy that it had earlier. He confirmed that it did. I then explained the concept of a Destiny Tree and invited him to explore his Destiny with a visual image.

The Destiny Tree he created is below.



Key elements of the tree are:

- God as the center trunk of the tree
- Branches included:
  - o His belief in God
  - o His Ministry
  - o Friendships
  - o Prayer
  - o Marital Life
  - o Fun at work
  - o Spiritual Growth
  - o Time to Pray
  - o Leadership of Staff
  - o Rhonda (his wife)

Bob interpreted the image for me and as he did, I noticed significant energy when he spoke of Competence at Work and Leadership of Staff. He noticed this as well and we ended the session with Bob expressing an interest in exploring how he might achieve the results he desired in this particular area of his life in our next session.

j.

### **Impact or Results**

In our next session, Bob indicated that he had given considerable thought to the Destiny Tree and expressed a desire to focus on what he might be able to do to realize

his Positive Statement as it would relate to his staff. As we discussed the possibilities, Bob came up with the possible list of Results:

- Staff needed to feel supported and connected, especially in light of the fact that parishioners sometimes come in and speak with them about their problems and challenges. Bob felt that Staff Meetings were often cancelled if other needs arose. One way to demonstrate support that would be in line with his Positive Statement would be to hold these meetings at a higher priority.
- With much work and few resources, it is challenging to be ensure that everyone (priests, staff, lay leaders) is working together. Communication could be even better, so Bob committed to be a conduit to gather the team (remotely or in person) so that everyone felt connected and supported in his/her ministry and work.
- Taking time each morning to pray before he left for the office needed to be sacred.

I am happy to say that Bob not only followed through on the actions he identified above, but he began to connect with volunteers in a positive and impactful way.

Bob was very happy with the results of our coaching sessions and he felt that he could benefit from additional sessions. He would like to continue our sessions in the Fall.

5.

### **Reflections**

- a) As I worked with Bob, I initially wished for him to feel comfortable with our coaching relationship and wanted for him to be able to identify and build upon his

strengths. For myself, I wanted to be at my best, desiring to be open, accepting and professional so that Bob could explore and I could learn from the experience. We both wished for personal insight and I believe that the relationship that we forged enabled us both to be energized by all of the possibilities that emerged.

b) I felt most inspired and energized when Bob created and confirmed his Positive Statement, and also when he actually took steps to achieve the results he desired.

I feel at my best when I am able to do my part in creating the environment which invites a client to take a risk to gain personal insight. In my career as a therapist, educator, leadership coach and consultant, I have found fulfillment in contributing, in some small way, to another person's happiness and sense of success. It connects very well to my Positive Statement, too!

c) While I enjoyed working with my partner in class, the connection did not continue beyond a phone call outside class. I attribute this to the many commitments that my coachee had at work and family. I believe she valued the interaction, but at this time in her life the coaching opportunity was not a priority for her. As I think about my sessions with Bob and my other coaching clients, I find that each person has a set of unique needs and backgrounds that require me to be flexible and adapt to whatever emerges. If I can maintain a learning mindset, I am also able to grow personally and professionally, making me even more effective with the next person I encounter.

d) I have learned that one of my major strengths as a Coach is the ability to accept and meet my Coachee wherever he/she may be. I do my best to be aware of any

biases that I may have before, during and after sessions and I request feedback from my Coachees in an effort to be even better. I find it invaluable to take a personal "Balcony Moment" after every session to reflect on whether I have maintained the best mindset possible to be of service to my client. I also ask for feedback at the end of each session by asking my Coachee "what was one thing that you feel is a highlight of our session?" and "what would you like more of in our next sessions?" in an effort to continuously improve the engagement. If done effectively, this can provide a good example to my Coachees of how one might maintain an appreciative and learning mindset. Another strength is that I am often able to be very flexible. I work hard to listen deeply and comment or question for the client's best interest, not in service to an action or thought that is my own interest. I learn something, professionally and personally, from each client with whom I coach or consult, so I feel that this work is a true blessing to me.

- e) I have learned that I am making progress at being a more patient coach and consultant. Although I have received feedback that I am experienced as very patient and open, I do occasionally become frustrated when people with whom I feel especially connected get "stuck." My preparatory practice of clearing my mind before each session and the "balcony time" I take after the session help me calibrate my intentions and enable me to take a broader, systems view of the process. I am able to reframe and feel blessed that the coaching and consulting work that I do is truly in service to my Positive Statement: "I will use my talents to make the world a better place."

f) In my Appreciative Inquiry practice, I wish for more opportunities to be a positive influence in the world. I am excited to say that those opportunities are presenting themselves in contacts for consultation, training and coaching. Thank you so much to Sandy and Karen for sharing their experience and insights, and helping me be a more insightful and capable professional. You are an inspiration to me daily!



## **Appendix**

### Outline Flow of the Coaching Sessions

#### Session 1: January 19, 2016

Welcome & Grounding to the Coaching Process

Coaching Contract Agreements

Frequency of meetings

Location of our Sessions

Time and Duration

Remuneration

Cancellation Procedure

Role of the Coach and the Coachee

Introduction to Appreciative Inquiry Process

Definition: Beginning to Choose the Positive Focus of the Inquiry

Creation of the Image that Best Depicts Values and Wishes

Summary of our Work Together in the Session

Feedback Questions (What is one that that is a highlight in this session? What would you like more of in our next session?)

Scheduling the next session logistics

Session 2: February 3, 2016

Welcome & Reconnect: Coachee Thoughts, Insights and Positive Moments since our last session

Reconnect to the Image that Best Depicts Values and Wishes

Definition/Discovery: Choosing the Positive Focus of the Inquiry

Development of the Positive Topic, Positive Core and Positive Statement

Chart the words or images as they evolve

Summary of our Work Together in the Session

Feedback Questions (What is one that that is a highlight in this session? What would you like more of in our next session?)

Scheduling the next session logistics

### Session 3: February 23, 2016

Welcome & Reconnect: Coachee Thoughts, Insights and Positive Moments since our last session

Discovery/Dream: Reconnect to the Positive Topic, Positive Core and Positive Statement Chart

Integrate insights and reflections on Values and Wishes

Summary of our Work Together in the Session

Feedback Questions (What is one that that is a highlight in this session? What would you like more of in our next session?)

Scheduling the next session logistics

### Session 4: March 15, 2016

Welcome & Reconnect: Coachee Thoughts, Insights and Positive Moments since our last session

Dream/Design & Destiny: Reconnect to the Positive Topic, Positive Core and Positive Statement Chart

Discussion Focus on the following:

How do the images created by the Coachee represent his aspiration?

Are there key words that capture the essence of the Coachee's Positive Core?

How might those images and words help to Design the Future?

Summary of our Work Together in the Session

Feedback Questions (What is one that that is a highlight in this session? What would you like more of in our next session?)

Scheduling the next session logistics

## Session 5: April 19, 2016

Welcome & Reconnect: Coachee Thoughts, Insights and Positive Moments since our last session

Design & Destiny: Reconnect to the Positive Topic, Positive Core and Positive Statement Chart and the Values that have been expressed

Creation of the Destiny Tree

What are the most compelling things to the Coachee about the Destiny Tree?

Summary of our Work Together in the Session

Feedback Questions (What is one that that is a highlight in this session? What would you like more of in our next session?)

Scheduling the next session logistics

Session 6: May 4, 2016

Welcome & Reconnect: Coachee Thoughts, Insights and Positive Moments since our last session

Design & Destiny: Reconnect to the Destiny Tree. Are there changes/evolution to the Positive Topic, Positive Core and Positive Statement?

Discussion Focus on the following:

What does the Coachee notice about his Destiny Tree?

What strengths does it represent?

What are its unique characteristics?

What possibilities does the tree invite?

How might the Coachee live into those possibilities?

What does he want to do?

Summary of our Work Together: is there more? What might be next?

What is one that that is a highlight in our work together?

Agreements for future sessions as desired