Truth and Courage
Implementing a Coaching Culture
with Better Conversations Every Day

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Center for
Creative
Leadership®

Contents

Introduction

Many leaders recognize that coaching is more than a collection of effective techniques. This recognition has led them to strive for a corporate culture that reflects a coaching mindset and the kind of relationships that coachees find liberating.

As many more leaders have experienced the benefits of coaching (by professional coaches or mentors) the appeal has expanded dramatically and so has the demand for interventions that can deliver this kind of culture. In this paper we will contribute our experiences helping organizations shape their climate and culture to reflect the implicit values of coaching relationships.

Leaders whose organizations have learned to adapt to rapid, turbulent change have developed an obsession with getting the culture and cultures within their organizations right. Culture, and its expressions, shape the practical and emotional environment in which we work, and influences the ways organizations accomplish their goals.

More powerful than strategy and more persistent than vision, the culture and cultures of an organization affect who stays, who leaves, and how we deal with each other. It is the environment that enables performance or subverts it.

You will never exceed the limits culture sets on your work together because culture, like the air we breathe, is everywhere and touches everything.

What Is This Thing, Culture?

For our purposes, a group or organizational culture is expressed in the (mostly unwritten) rules about how we behave, communicate, relate, and belong, or not. They are experienced in the judgments groups make about who "fits." They are the freight of group norms, group identity, patterns of ritual and habit, shared judgment, and they are experienced in the microscopic interactions we have with each other moment to moment.

In this paper, we speak about culture and cultures because in any given organization there coexist a dominant organizational culture as well as unique sub-unit cultures.

Think about the differences between your sales group and your information technologists, for instance.

We do not intend to step into the swirling debate about the different definitions of culture or the criticism of the concepts as they have emerged in business environments. Instead, we will carve off a little practical corner and focus on how you may influence a particular organizational culture to reflect more of the values implicit in coaching relationships; to wit: a coaching culture.

We're calling it a culture of truth and courage because a coaching mindset is necessary to ensure honest communications that avoid alienating and discouraging people. Leaders with coaching skills and a coaching frame of reference can engage their people and each other, speaking the truth, and eliciting involvement from those around them. In the absence of a culture shaped by coaching mindsets and values, the truth often goes unspoken, change only happens when a crisis takes place, and courage is a rare quality.

Why a Coaching Culture?

Coaching is most well-known as a collection of techniques or a professional service, but beneath the prominent public face are key assumptions and a philosophy of human change, accomplishment, and well-being. Coaches ask questions, encourage exploration, reluctantly advise, and show well-developed listening and feedback skills. These are the superficial manifestations of a view of human relations that radically embraces the competence of each person. A coaching view affirms that by inspiring discovery, reflection, and persistence in another person, that person becomes capable of significantly greater achievement, deeper and broader thinking, and more consistent expression of their values over time.

We have all experienced relationships that inspired us and suffered under others that demoralized us. Consistently, the qualities associated with coaching, such as deep self-awareness, genuine interest and caring expressed through curiosity, open questioning, and listening, are the ones that energize us and generate creativity and commitment.

Part of the power of coaching is that it gives a mechanism for leaders to balance toughness of mind with consideration for the emotional climate of those they lead. Coaching is mostly about getting to the truth, but what makes it powerful is its assumption that the recipients of uncomfortable truths can and will change. Coaching never misleads others about the consequences of their actions, choices, and relationships. Coaching is about discovering the whole truth, facing the tough issues, and creating a liberating space for improvement.

Coaching culture is not just "doing coaching." It's having the conversations that may not usually happen—across functions, across levels—to make sure we understand and can act in ways that amplify collaboration, agreement, and alignment. It's not just about the exchange between coach and coachee, but also about how everyone in the organization interacts with each other in their everyday conversations.

To make this more explicit, we will first describe different kinds of situations in which coaching may be valuable. These are not programs, but illustrations of how a coaching mindset shapes many kinds of conversations needed for vibrant organizational cultures. We will call these practical expressions of coaching culture.

What Are the Practical Expressions of Coaching Culture?

In order to make it clear that coaching is not just the practice of formal coaching "sessions" characteristic of executive coaching around the world, let us consider several modes of practice. These are situations in which a coaching approach can yield value:

Coaching in the Moment

Even a conversation that lasts 30 seconds or 2 minutes can be shaped by a coaching mindset. It starts with involving the other person for understanding and hearing their thinking. When a leader asks a question that can't be answered "yes" or "no" then the exchange can become productive. In a culture dominated by a coaching mindset, leaders convey their commitment to understand the viewpoint and intentions of others, create a common understanding, and are aligned on what action will take place. These take place in hallways and across tables and desks throughout the organization. These everyday conversations infused with a coaching mindset also can take place between peers or among colleagues working together on cross-functional teams. The focus is usually on current temporary problems about performance, relationships, morale, and engagement. The power comes from its balance of support and accountability.

Management Coaching

Coaching approaches can be used to make normal managerial conversations more productive. Career planning, performance reviews, job scoping, and so on—when coaching thinking is incorporated, these become more collaborative ventures. Consequently, the results are more likely to stimulate repeated action and engagement by those who are required to perform them. Also, all the prescribed conversations within organizational life yield better results when leaders use coaching skills and approach them with a coaching mindset. Similarly, recognizing a coaching opportunity when onboarding new leaders can help the newcomer adapt to the existing culture and practices and begin preparing to make changes in what is already there.

Mentoring Conversations

Some mentoring programs are intended only to pass on knowledge from more senior employees to more junior ones, but even in those cases, a mentor who seeks to understand what the mentee already knows and is already using will not be as inclined to pontificate. Most great mentoring depends on coaching skills that generate value through thinking together and mutually exploring alternatives. Teaching is just a small part of the best mentoring relationships.

Professional Coaching

Executive coaching is the most well-known version of formal coaching. It is often characterized by scheduled sessions with a trained or credentialed professional. In formal coaching, the roles of coach and coachee are clearly identified. It might include formal objectives or goals and measurement of the results of the coaching engagement. Professional coaches may be internal staff or external professionals.

Team Coaching

Coaching is not only an individual process but also can shape how groups work. The emphasis is on using effective practices of group learning and application. This might include ensuring that group members demonstrate respect for each other's contributions by building on what was said by the person who last spoke, for instance. It certainly means that groups and teams spend some time talking about the group identity and obligations to each other and stakeholders on a persistent basis. Also, it involves ensuring that groups address the why and how of what they do and are intentional about group decision processes; conversational strategies for collaboration; identification of where team mind is needed and where individual or autonomous direction is more effective.

It is likely that as more coaching cultures emerge, there will be many more settings in which coaching skills are put to use. It's useful to note that all of these coaching situations, whether formal or informal, involve a common thread: better conversations between individuals. We've presented these to ensure that our view of what coaching is broadly reflects a cultural expression.

Our assumption is that you are reading this paper because you think coaching may have something important to contribute to the ways you relate to each other and to your organization. Also, we assume that you are hoping to explore whether it would be worth your while to dedicate time and energy to the daunting task of wrestling your culture toward a more creative, inspirational, and energizing set of practices. We will next do our best to discourage certain obstructive assumptions that clients frequently express, and then turn to how you might plan for important changes in your corporate culture.

What Are Some Unhelpful Assumptions about Coaching Culture?

Some of the assumptions having currency today are not very useful. Let us begin by undermining some of the ideas that can waste effort through misdirection.

The first assumption is that coaching culture is achieved via lots of coaching, as if sheer quantity of programs could change a culture. While many forms of coaching or modalities have benefits, culture change can't be achieved by piling on coaching or by a mass of exposure. Technique is necessary as a beginning place; hence the importance of training and skill development. But we really want the mastery that comes with habitual reliance on new behaviors and the formation of new assumptions.

True culture change is not an accessory that can be clamped onto the current system. It has to touch both formal and informal processes and be embraced because it just works better. Before it can own us, we must own it. Be wary of advisors who just want to sell lots of coaching rather than engaging in the "inside-out" work of culture change. One important element of this is teaching people at all levels of the organization how to have better conversations. Not every individual will engage in formal coaching of others, such as through mentorship or executive coaching. But in a coaching culture, all individuals will learn how to have better conversations, whether those take place as part of a coaching session or happen spontaneously in the course of daily work.

The second useless assumption is that changing to a coaching culture can be the flavor of the month. Changing culture is hard, demanding, and costly. It takes time. It's not easy, and efforts to change culture can go wrong very easily. In particular, it is seductive to substitute a set of techniques for genuine engagement and respect, but most people can tell that it is false. The glittering possibility of an inspiring, creative, and humane workplace attracts us, but overly optimistic pictures can blind us to ineffective approaches.

It's best to think of this kind of culture change using metaphors like farming.

Farming implies starting small, planting many seeds, and being willing to nurture the process through multiple stages. You will find on page 15, a graphic that illustrates how CCL approaches questions of getting culture right.

So, What Does Work?

The most successful examples show some common elements, although in no set order. Like all meaningful and sustainable change, this will be initiated in a variety of ways at different levels and in different functions of the organization.

These initiations will often fall into phases that represent the perfusion of coaching mindsets and behaviors throughout the organization, but there is no template that can be copied. It must be invented in your own place relying on the rich complexities of the people, history, and life of your community. Culture change is always a customized process, requiring deep knowledge of what has worked in concert with perceptive adaptability.

PHASE ONE.

For example, it is pretty common that the first phase of a more substantial change begins with some combination of formal and informal uses of coaching and the commitment of an advocate or champion of coaching. Nearly every organization of which we're aware has had some experience of coaching. Most often, it is some form of executive coaching by a professional coach. These experiences have often had significant impact on the leadership capabilities of those individuals and teams who have used them.

As a result there are leaders championing coaching everywhere. Often they are convinced that everyone should have the same experiences they've had or that they saw in a colleague. On the negative side, in some cases this has led to misdirected over-reliance on executive coaching. So commonly, the first phase is merely a growing interest with some support for coaching by professional coaches. That phase sets the stage for a more embedded and extensive use of coaching.

We are ready for a second phase when the organization and its top leadership become ready to bring people together to explore what changes could improve the effectiveness of the organizational culture. The idea of intentionally changing culture can produce significant anxiety throughout a system. It is important to signal that change will be based on grass-roots involvement and a commitment to responsive listening. In this way, a certain amount of resistance and negativity can be reduced. Discovery should involve people at all levels and in all segments of the organization and results should be communicated as clearly and openly as possible. The discovery process also is the most useful way of ensuring the investment of genuine involvement by senior leadership. The consequence is that the moves in the second phase make sense to more people as a response to what has been heard through the discovery process.

PHASE TWO. The second phase involves three additional components:

> Expansion of mentoring or peer coaching,

> Intentional modeling of coaching behaviors by senior leadership, and

> Training in coaching as an expected element of leadership development.

These can happen in any order, but the high value placed on effective mentoring is fundamental to moving the organization's relationship with coaching from a buyer of services to a miner of resources. We may be certain that mentoring is already having a positive effect in your organization, whether or not you have some formal support for it.

Humans seek guidance. In the complex and confusing environments of modern companies, the need for good mentoring is obvious to junior leaders. The difficulty is that many formal mentoring programs create impediments to the creation of value that mentoring can bring. Our legitimate concerns with how natural mentoring relationships sometimes become insular can lead to the creation of artificial structures that are only good at curbing some kinds of excess, but may not create the context for great mentoring. In other words, we have sometimes found mentoring programs that were designed to avoid a long list of problems without a clear picture of how they would create a climate of mutual support. We will turn to what makes mentoring programs work later in this paper. For now, the point is that mentoring is a natural way to expand the use of coaching by leaders.

The other two elements we associate with the second phase are 1) an intentional focus on what is modeled by senior executives because of its power to shape the organization's culture and 2) the addition of coaching skills training for managers at multiple levels in the organization. A key component of that skills training is learning how to make all conversations better; at CCL, we help clients do this through our Better Conversations Every Day program. This provides foundational skills for coaching, but also helps senior leaders and managers begin to model a coaching approach in all of their interactions, not just formal coaching sessions. It is frankly astonishing the number of senior executives who think they can mandate behavior they do not show themselves. In our experience, the behavior of the senior leadership team sets the upper limit for what others will contribute.

If senior executives are bossy and demanding, they can create a "pecking order" culture where the pain is passed through the levels to land on the most junior managers. In that case, no amount of training or exhortation will be effective in creating a culture that encourages innovation or ownership by the people. Fundamental to the creation of a coaching culture is a senior leadership team that solicits real feedback about their impact and makes it clear that they are teachable and willing to take responsibility for how they affect others.

When leaders are credible and consistent and there is alignment between what they promote and how they act, then training in coaching skills can be a powerful catalyst for change in an organization. Leaders who get as much training in coaching skills as they can—and manifest an earnest effort to apply what they learn—create a climate that encourages others to step up.

And let us be clear—almost no one is very good at coaching naturally. The ability to create space for others to think through things, to convey respect and openness, to help people bring their best to their work has to be learned. Some are fortunate and grow up with parents, teachers, and other leaders who have modeled these approaches. Most of us are introduced to coaching skills because we are not automatically good at listening and drawing others out. We all like to think we are good, but years of training managers and watching their shock when viewing themselves on video playback has convinced us that it is worth making coaching skills training a priority. One place anyone in the organization, from the front desk to the C-suite, can benefit is learning the four pillars of more skillful conversations: Listening to understand; asking powerful questions; challenging and supporting with feedback; and establishing next steps and accountability. Over time, these conversation skills help organizations become more agile and resilient, address issues with openness and respect, and create a culture of honest feedback and continual coaching.

PHASE THREE. The third phase involves four organizational moves:

▶ Taking over coach training functions for leaders by internal L&D or HR staff,

▶ Removing structural impediments to coaching (reward structures that encourage autocratic or anti-developmental behavior by managers),

▶ Providing world-class internal coaching professionals, and

▶ Celebrating coaching as core to the organization's identity.

When we encounter these elements, it is clear that there has been a substantial sustained commitment to creating a different kind of culture. It suggests that ownership of the culture has moved from small segments of the organization, supported by external professionals, to be more integrated into the identity and habits of the organization. When we see companies with this level of commitment, we also find employees with significant loyalty to the company and to their managers.

It should be noted that these are not as significant when the first two phases have not taken place. It is certainly possible to create internal training for managers to be better coaches without any significant difference in the climate or culture of the organization. Like all programs, the environment into which such an offering is provided makes it powerful or weak. When managers are already convinced of the importance of this skillset and mindset, training is like handing the manager the right tool at the right time to get the job done.

What we're calling the third phase represents this shift to full ownership of the culture. Internal staff professionals operating at the same level of expertise have taken over training and coaching. External coaches will still be part of the coaching mix, but they are used in targeted ways that maximize the benefits of their objectivity and distance from internal politics. Reward systems have been modified to ensure that how leaders achieve their results and the human impact are fully weighted.

We do not advocate creating separate goals or objectives with specific rewards for coaching behavior and attitudes because the desired state is that those are seen as expected by everyone. However, there are often unbalanced reward plans that inadvertently promote autocratic or unhealthy leadership behaviors. Processes and policies can either help or hinder moving to a coaching culture. They hinder when we think they can make change happen. They are helpful when they are aimed at reducing roadblocks or hindrances to change. Similarly, coaching mindsets and behaviors are celebrated as defining expressions of the core values of the organization.

So, Where to Begin?

If you believe that a culture that incorporates more of the benefits of coaching mindsets and behavior could improve your organization's performance, we have some suggestions about how to begin, develop, and sustain a change toward such a culture. Remember, that culture is a global description of the behavior of people, and your efforts will go as far as you are successful in engaging the hearts, minds, and actions of your people. Consequently, the first (and possibly last) step is getting a wide range of people asking this question:

> ## "What are the specific, concrete behaviors, attitudes, and relationships that we need? How will they increase our capability to fulfill our mission as an organization?"

So, an extended period of sponsored conversations within, between, and across levels, units, and regions can prepare the organization for significant change. The longer this can go on, and the larger number of boundaries bridged in these conversations, the more likely is a high degree of personal investment by your people.

Concurrent with these conversations should be an energetic discovery process primarily focused on identifying those places around the organization that are already demonstrating aspects of the desired culture. *What are people doing and how are groups making the kinds of behaviors and relationships we're targeting into group habits?* You are gathering the raw material for the stories that will serve to catalyze the energy and commitment required for major change.

Also, you will begin to create a community of the committed who will provide leadership to the change efforts. Diversity and commitment are the bywords for this group. They will become the

seed or acorn for the transformed organization. It is important that the people invited into the transformation community represent a wide range of boundary-spanning individuals. They may work at different levels and in different groups or divisions, but more important is that they are people who believe in, and practice, many cross-boundary relationships. They will become evangelists for the new culture, and many are already practicing the kinds of behaviors needed.

The point of the seed community is that it is a place where aspects of the desired culture are tried out, practiced, and internalized. The people who are spreading the word about the new culture will only be effective if they're demonstrating it in their own attitudes and behavior. This, too, must not be hurried or it will become easy to substitute slogans for actual change. That substitution will always communicate to the great body of the organization that we are not serious about change.
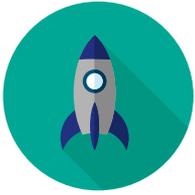
How Do We Extend?

Once we have taken the steps necessary to begin a movement rather than a program, it is possible to take programmatic actions that will be believable steps toward the creation of the right kind of culture. Our experience is that people will readily respond to an invitation into a new organizational culture, but they will never be happy being pushed into it. In all these steps, it is useful to remember that we are creating a demand through engaging people in the conversations early and creating an environment of exploration, discovery, and opportunity. We are inviting colleagues to join us so it is important that what we are experiencing and demonstrating is worth joining.

Add Feedback on Emotional Climate for Managers

There is now a substantial body of research that points to the outsized influence team leaders and managers have on the emotional climate of their teams. We also have significant data that draws the connection between emotional climate and group performance. Yet, few organizations measure the perception of group climate when measuring the performance of managers.

Financial and goal achievement metrics are always lagging indicators and can profitably be balanced by assessing the group climate—a leading indicator. The addition of even a few questions about how their manager contributes to a sense of involvement and engagement can give a rough view of trends in a team climate. In turn, that can turn the focus of managers to the ways they engage their people via coaching questions and eliciting their thinking.

Mentoring

Mentoring is a valuable place to begin because mentoring happens naturally in any human group. It may occur rarely or be done poorly, but it is taking place. Extending means amplifying the mentoring that is already happening, affirming the value to the organization and to the people involved, and doing whatever can be done to remove roadblocks to mentor-mentee pairing and the process of mentoring. This might take the form of ensuring that mentoring is acknowledged in internal organizational communications and offering some form of networking tool that allows people to connect for mentoring. A networking tool might be a site or app, but it could also be hosting social gatherings at which people express their interest in mentoring or being mentored.

We hesitate to prescribe starting mentoring programs without guidance because many well-meaning programs are so poorly designed that they give mentoring a bad name within the organization. For instance, in naturally-occurring mentoring it is common for a more senior person to offer mentoring to someone more junior. Because the relationship is not mandated, this often works very well. Unfortunately, in mentoring programs hosted by the organization, arranging for mentors to select mentees often leads to a variety of problems.

Mentors who are controlling, abusive, or working out their own problems can sour their mentees on the organization because it can be very hard to escape. They typically have more positional power than the mentee, and it is uncommon for senior leaders to be confronted directly about their behavior. We've known of mentees who have chosen to exit the company rather than face the discomfort of a powerful, but inept, mentor. These are easily avoided in well-designed programs.

Teach Coaching Skills

The solution for many mentoring problems is ensuring that mentors are well-equipped with coaching skills. Additionally, managers of knowledge workers who are good coaches have significantly better results. When we have taken the time to engage our people in defining the kind of working environment in which they can perform at their best, the need for basic coaching skills training becomes apparent to most people. The difficulty with many coaching skills training programs is that they are pushed on people who do not understand the business and leadership value of coaching. Training in coaching is most effective when everybody in the organization gets some training in having skillful conversations. While this doesn't mean everyone in the organization will have the skills of a coach, it does equip everyone to take advantage of coaching conversations and a coaching mindset. By following our graduated model, you will find that the demand for skills training can lead the provision of the training.

Coaching skills training should be initially provided by faculty who are themselves excellent coaches. The importance of demonstrating great coaching as part of training cannot be over estimated. In time more and more people will have the expertise to provide high-quality training, and it can be provided within the structure of corporate universities or most organizational development or learning departments. Coaching skills training that lacks video recording and debriefing is of limited value. Real improvement in behavior requires the opportunity to actually see what one is doing, or the assumption that this is easy can overtake reality.

The Role of Senior Leadership

Culture change can start anywhere in an organization, but it only becomes the dominant mindset when it is clear that the senior management not only believe in its importance, but practice it visibly. Let us say again, the performance of the senior executive team sets the upper limit to the performance of the whole organization when it comes to creating the right culture.

When we watch the actions of the senior team, what do we see? If we see people who can disagree but show radical respect for each other's viewpoints and competence, we are likely to behave similarly. If we see people who trust in the importance of honesty and believe that mutual understanding creates an opportunity for innovation, then we are likely to contribute our honesty and seek broad understanding of different viewpoints and the knowledge it uncovers. These are the core beliefs necessary for the move to a coaching culture. If the chief executive is willing to operate this way and hold self and others to these standards, then all the preparation, initiation, and extension can pay off in powerful ways.

Implementing a Coaching Culture

In this brief introduction to implementing a coaching culture, we've sought to make several key observations based on our experiences with companies of different sizes, in different industries, across the globe. Key to our experience is the reality that sustainable change requires capitalizing on what is already working and proving its worth in an organization. Although we are believers in the importance of organizational willingness to invest in the right culture, we are suspicious of giant initiatives that ignore the pace of human adaptation to change.

Starting small in multiple areas and providing the right resources to expand and adapt what is already working pays off more quickly because we are talking about changing behavior and relationships. Those changes require simultaneous changes in thinking and feeling, and they are expedited by trust in the intention, intelligence, and judgment of those propelling the changes.

Careful planning, systematic involvement of populations within the organization, and long-term commitment create the environment in which culture can adapt to meet the needs of the marketplace and the organization's success in it. It is worth the price, but don't underestimate what it will take. Get the right partners and begin today.

Ready to Take the Next Step?

Focus on leadership to change your culture. Leadership drives culture, and culture can make or break a strategy, merger, or business transformation. Your organization needs a strong, sustainable culture designed to support your business strategy, and engaged, high-performing employees who are clear, aligned, and committed to executing that strategy. The solution begins with better conversations every day, from the front desk to the corner office. To learn more or get started, go to ccl.org/betterconversations.

Culture Change

"To execute our business strategy, we need to *change our culture*. The current culture isn't working."

How We Do It

	PHASE 1 — Set the Course	PHASE 2 — Create and Align Systems	PHASE 3 — Engage the Whole
WHAT	» Assess the nature, scope, risk, & investment for change » Explore and discuss leadership & org culture (current and future required state) » Determine senior leaders' capability and readiness for change	» Engage key business leaders » Assess and build change capability of key leaders » Scope required system changes (change management)	» Grow and instill the new culture through leadership culture » Implement full-scale, targeted leadership & change architecture
HOW	» Conduct interviews, focus groups, surveys/assessments » Network Analysis » Session(s) with Senior Team » Analyze data and implications for leadership and change	» Individual and org assessments » Conduct leadership culture change forums and working sessions » Continued work with Senior Team	» Catalyst courses » Cross-functional work sessions » Team and Individual Coaching » Online learning » Leaders Leading Leaders
OUTCOMES	» A clear map of the change landscape » A senior team that understands its role/responsibility in culture change » An understanding of senior team change readiness » Identified key business leaders to engage » Scope, timing, objectives, and metrics for Phases 2 & 3	» Enhanced change capability of key leaders » A defined architecture to cascade culture change » A mapped change management process to support the culture change » Early results of culture change (metrics)	» Promised business results » New capabilities and ways of interacting » Changed systems that align with the culture change » Metrics and evaluation

Culture Change Tools and Content

Phase 1	Phase 2	Phase 3
Whitepapers	EQi	Boundary Spanning Leadership
	DAC Survey	Resilience
Case Studies — Polarity Thinking	Better Conversations Every Day	
	Influence Style Indicator	Navigating Change
Change Style Indicator	Leadership Culture Indicator	Leading and Implementing Change *(Web course)*
	Leadership Strategy Survey	

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SHIFT	TO
Compliance as manager's objective.	Creative engagement as objective.
Get it done right now.	Get it done well today and better tomorrow.
It's enough to achieve a goal.	It's enough to achieve a goal and improve how we achieve tomorrow.
People will get away with the least possible effort and thought.	People will contribute more than expected when inspired.
Action is enough.	Thought coupled with action will always win.
Meetings are a necessary evil.	Meetings are where action that requires face-to-face involvement is targeted.

Other modalities are used (1:1, asynchronous communication, documentary background, etc.) when appropriate to the outcomes desired.

About the Author

Douglas Riddle, PhD, is a senior fellow and executive portfolio advisor at the Center for Creative Leadership (CCL®). Since 2004, Doug has led the coaching practice at CCL with a global team ensuring the best professional coaching and coaching education available to clients worldwide. Working in over 30 countries with more than 600 professionals devoted to advancing coaching knowledge and practice, CCL has emerged as one of the top providers of comprehensive coaching solutions for integrated leadership development. Doug is the lead editor of the widely praised *CCL Handbook of Coaching in Organizations* and multiple articles, conference presentations, and keynotes devoted to improving the quality of leadership. His practice is focused on work with senior executive teams and boards with particular expertise in healthcare leadership development.

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