

WEDNESDAY, OCTOBER, 22

001. Registration

Special Event

10:00 to 11:00 am

Alfred Lerner Hall (2920 Broadway): Auditorium Foyer

002. Welcome and Opening Keynote Speaker: W. Warner Burke

Keynote

11:00 to 12:30 pm

Alfred Lerner Hall (2920 Broadway): Auditorium

We launch our inaugural conference with W. Warner Burke, the Edward Lee Thorndike Professor of Psychology & Education and former Chair of the Department of Organization and Leadership at Teachers College, on the topic of learning agility. His talk, "Learning Agility: The X-Factor for Effective Leadership?" discusses why half the leaders in today's organizations either fail or are fired, and why success seems to elude many others. Dr. Burke's ongoing research with his students has led to the development of a learning agility scale that could transform selection and development in organizations. This session calls conference participants to action with the question: How can coaching provide spaces to support executives in developing this critical 21st century capability?

003. Lunch

Special Event

12:30 to 1:30 pm

Alfred Lerner Hall (2920 Broadway): Auditorium Foyer

004. Community Building: World Cafe with Juanita Brown

Keynote

1:30 to 4:00 pm

Alfred Lerner Hall (2920 Broadway): Auditorium

We initiate our collaborative discoveries at the conference with a highly interactive approach to accessing the collective intelligence of attendees by cross-pollinating key learnings around the conference theme (i.e., Space as Context for Executive and Organizational Coaching) and framing core questions for this conference and the work beyond. Come prepared to experience a living web of new relationships, new conversations, and new possibilities for action in our global coaching community. Juanita will be offering her insights in partnership with the on-site hosting team via live videoconference. Juanita Brown, Ph.D. is the founder of Whole Systems Associates dedicated to strategic inquiry and the renewal of complex systems. She is also the co-originator of The World Café, a pioneering approach to large-scale dialogue and strategic inquiry being used in multi-sector and multi-stakeholder settings around the globe.

005. Networking Reception

Reception

4:00 to 5:00 pm

Alfred Lerner Hall (2920 Broadway): Auditorium Foyer

THURSDAY, OCTOBER, 23

006. Opening Remarks

Special Event

8:00 to 8:15 am

Horace Mann Hall (on Broadway between 120th and 121st Streets): Cowin Auditorium

007. Conversations that Inspire: Insights from the Coaching Research Lab at Case Western Reserve University by Ellen B. Van Oosten

Keynote

8:15 to 9:00 am

Horace Mann Hall (on Broadway between 120th and 121st Streets): Cowin Auditorium

We continue our second day of the conference with Ellen B. Van Oosten, Ph.D., Director of the Coaching Research Lab at Case Western Reserve University, on the topic of coaching research. Ellen along with colleagues, Richard Boyatzis, Ph.D. and Melvin Smith, Ph.D. launched a new lab this year to conduct, fund and disseminate research on coaching and related helping relationships. She will share an overview of themes from 15 recent studies across a range of coaching contexts, applying Boyatzis' Intentional Change Theory and examining such concepts as coaching for sustained learning and change, the impact of coaching to positive and negative emotional attractors, the neurological and physiological impact of coaching and the role of executive coaching in leader development and effectiveness. Key insights from the Coaching Research Lab will be of interest to both the practical scholar and the scholar practitioner.

008. Keynote Interview: Professor Emeritus Dr. Edgar Schein (MIT), Interviewed by Ilene Wasserman, Ph.D.

Keynote

9:00 to 10:00 am

Horace Mann Hall (on Broadway between 120th and 121st Streets): Cowin Auditorium

The Evolution of Helping: From Interpersonal Dynamics to Humble Inquiry, A Conversation with a Legend. Join us as Ilene Wasserman engages in a conversation with Edgar Schein (via web conferencing) about the many lessons he has learned and taught over the course of his career regarding the evolution of the art, science, and practice of helping, making specific connections to executive and organizational coaching. Ed's themes have spanned multiple levels of context including interpersonal dynamics, personal and organizational change, intentional self-reflection and action in process consultation and career design. In more recent years, Ed has very candidly used personal aspects of his life as he continues to clarify the role of helping and humble inquiry in both a professional and personal context. Ed will challenge conference participants to consider how coercive executive coaching can become, especially when sponsored by various organizational stakeholders—informed by his extensive work on the topic of coercive persuasion! This conversation will include the opportunity to join in with your questions and comments.

009. Morning Break

Special Event

10:00 to 10:30 am

Horace Mann Hall (on Broadway between 120th and 121st Streets): Cowin Auditorium Foyer

010. Engaging in the Four—Column Exercise: A Space for Personal and Professional Growth (Rd1/T1B)

Experiential Learning Session

10:30 to 12:00 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Horace Mann 138

Why is change challenging, even when deeply committed to it? How might engaging in the Four-Column Exercise (Kegan & Lahey, 2001) help? This session will help you develop an improvement goal and to understand your competing commitments—those that inadvertently work against your improvement goal. If you are a coach, this session offers space to consider goals for personal (internal) growth. And, it will enable you to better support your clients.

Presenter:

Ellie Elizabeth Drago-Severson, Teachers College, Columbia University

011. Paper Presentations - Mosteo, Montagnana, Fatien (Rd1/T3)

Paper Session

10:30 to 12:00 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Horace Mann 140

Participants:

Coaching for Cultural Sensitivity: Content Analysis Applying Hofstede's Framework to a Select Set of the International

Coach Federation's (ICF) Core Competencies *Leticia Mosteo, Columbia Visiting PhD Student; Terrence E Maltbia, Teachers College, Columbia University; Victoria Marsick, Teachers College Professor & Academic Program Coordinator*

Grounded in a selective integrated literature review, this study deconstructs select ICF core coaching competencies, informed by an established competency modeling architecture and Hofstede's Five Cultural Dimensions. Qualitative content analysis methodology was used. The paper offers evidence-based insights for the inclusion of cultural competence in coach education, training, and credentialing processes.

Building Cross-Cultural Competence in Global Leaders *Manuela Montagnana, ADP; Binwa Sethi, CCCP Cohort VIII*

This paper examines research relating to building cross-cultural competence in global leaders. The cross-cultural coaching models, tools, and frameworks explored provide strong possibilities for supporting global leaders. This approach enables organizations to integrate cross-cultural competence within their leadership development and talent management initiatives while achieving organizational objectives. Through this integration, organizations create a "space" to foster a deeper understanding of cross-cultural differences.

Me, a Politician!? A Focus on the Power Dynamics in the Coaching Space *Pauline Fatien, Menlo College; Dima Louis, Grenoble Ecole de Management, France*

Rather than portraying the coaching space as developmental, increasing researchers have described it as a space for conformation, a practice for renewed forms of discipline. Using the critical incident method, this paper explores the nature of the coaching space. Our analysis of 20 semi-structured interviews of coaches confronted to tricky situations highlights the critical issue of the management of power dynamics in a coaching intervention, inviting coaches to embrace the political dimension of their practice.

012. Paper Presentations - Hudson, Ehrhardt, Walling (Rd1/T1A)

Paper Session

10:30 to 12:00 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Horace Mann 150

Participants:

Attachment Theory: A New Perspective on the Coach/Client Relationship and Leadership Development Outcomes
Dale L Hudson, Organizational Consultant and Trustee, Phillips Graduate Institute

Despite the proliferation of the executive coaching profession, there has been limited research and theory examining the relationship functioning between coaches and clients and successful development outcomes. Because coaches and clients share the "space" needed for effective coaching to occur, attachment theory seems especially salient for understanding the quality of their relationship and for improving leaders' professional and organizational goals. The attachment theory perspective provides new insights into the complex nature of coach/client relationships.

Describing Space - Exploring Space - Transcending Space: On the Use of Narrative in the Context-Content-Conduct Coaching Framework
Matthias Dominik Ehrhardt

The paper explores how findings from narrative theory can be integrated and applied in the context – content – conduct coaching process framework (CCC). It reflects central definitions and insights from narratology and literature concerning narrative coaching. Additionally, it examines the potential of narrative to

describe spaces (here understood as "context"), explore spaces ("content"), and transcend or change spaces ("conduct"). Finally, the paper gives recommendations for practitioners and outlines further areas of research.

Coaching Conversations: Inquiry and Fostering a Safe Space for Building Trusting Relationships *Alison Walling, Teachers College, Columbia University*

This paper expands what is known about executive coaching by exploring how inquiry—as indicated by the conversational competencies of questioning and listening—interacts with trust (as a part of the coaching competency relating), and how these competencies influence the client's achievement of goals and attainment of outcomes. Findings indicate that inquiry and trust interact with one another and influence the creation of the client-coach relationship, the meaning clients make and the client's achievement of interim outcomes.

013. Driving Sustained Organizational Success Through Coaching & Leadership Development (Rd1/T4)

Panel Discussion

10:30 to 12:00 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Horace Mann 152

This panel, made up of corporate leaders and LHH clients, presents multiple industry perspectives for developing coaching and leadership development programs that deliver high ROI. Panelists discuss "space" including Physical (individual/group), Cyber (Cloud Technology-enabled), Psychological (safety, trust, relationship building), Sociological (co-created agenda, goals and outcomes) and Mental (focus and capacity, goal setting, measurement). Each panelist shares their organization's strategies, practices and measurements that were integrated within their programs.

Presenters:

Susan Marc Lawley, Lee Hecht Harrison
Patti Adelman, North Shore Long Island Jewish Health System
Johanne Henderson, BIC
Cynthia Kelly, North Shore Long Island Jewish Health System
Aviva Lazar, Bloomberg
Donald Ledbetter, L-3 Communications
Robert Levenson, EMC

014. Coaching Demonstrations (Rd1/T2)

10:30 to 12:00 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Milbank

014-1. 7 Voices, 3 Coaches, 1 Client

Coaching Demonstration

Coach Supervisor (Presenter) will apply the Septet Model (Douglas Silsbee's The Mindful Coach), in supervised coaching demonstration to educate the audience about the possibility, power, and impact when the coach uses a framework to create and advance moment-to-moment relationship with their organizational client. The audience will observe coaching supervision in action while they discuss, question and map the Septet model components to the ICF Professional Coaching Core Competencies.

Presenter:

David Matthew Prior, Columbia University

014-2. The Efficacy of Group Coaching: A Model for Coaches

Coaching Demonstration

Groups create a great environment for collective wisdom and knowledge to occur. In group coaching, the group is used as the vehicle to accomplish self-awareness and effectiveness within the individual. The coach acts as a facilitator of the group process. Participants will experience (based upon empirical research conducted by the speaker), what is involved in group coaching by being introduced to the PERFORM© model of group coaching.

Presenter:

Pamela Rea Van Dyke, Southern Methodist University

015. Lunch Break

Special Event

12:00 to 1:00 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Cowin Auditorium Foyer

016. Paper Presentations - Kortlan-Cox, Federico, Otter (Rd2/4)

Paper Session

1:00 to 2:30 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Horace Mann 138

Participants:

Transformative Leadership and The Importance of Emotional Intelligence in a Changing Legal Culture *Boris Thomas, Boris Thomas, JD, PhD; Bianka A. Kortlan-Cox, Connecticut Association for the Gifted*

In the sound-bite culture embodied by social media, and in a global society that values multi- and inter-cultural communication and management skills, the legal community is undergoing fundamental change. Legal knowledge and expertise, always essential to successful practice, are no longer enough. Other factors, many grounded in what is known as Emotional Intelligence, as well as new vision and leadership are needed to usher the legal profession into its next iteration.

Coaching Clients from the "Engineering Culture": Implications for Practice *Mary Federico, Organizational Behavior Strategies*

This paper focuses on identifying techniques and areas of emphasis to maximize coaching effectiveness with professionals from what Edgar Schein calls the "engineering culture." There is little peer-reviewed research on this topic, so the approach included identifying common characteristics and typical challenges. Challenges arise when these professionals move into roles requiring people/project management. An examination of the literature through the lens of the CCCP competencies and coaching phases yields potential strategies and leverage areas.

Widening the Lens of Leadership: Enhancing Leadership Literacy in Coaches *Ken Otter, Saint Mary's College of California*

The paper presents a comparative review of the literature in leadership coaching and in the emerging scholarship in leadership theory. It posits that coaches, and the clients and organizations they support, will benefit from this expanded knowledge of leadership, which goes beyond the leader-centric view that predominates in the leadership coaching literature.

017. The Conjurer's Apprentice: Coach as Catalyst for Self-Organizing Moments in Coaching (Rd2/T1A)

Experiential Learning Session

1:00 to 2:30 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Horace Mann 140

Executive coaches want to ensure that their clients move toward behavior and action that is both required and wanted. In this session, a new model is defined based on Appreciative Coaching research into the coach's role as catalyst in helping clients make significant shifts from self-limiting patterns to positive growth. These self-organizing moments in coaching are strongly influenced by the coach's priming strategies and knowledge of how to facilitate transformation.

Presenter:

Ann Leone Clancy, Appreciative Coaching Collaborative, LLC

018. Paper Presentations - Bansho, Paiva, McNaught (Rd2/T2)

Paper Session

1:00 to 2:30 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Horace Mann 150

Participants:

Systemic Coaching's Impact on Clients' Managerial Coaching Skills and Stakeholders' Engagement Behaviors in their Work *Musashi Bansho, COACH A Co., Ltd.; Itsushi Tonomura, COACH A Co., Ltd.; Yukiyoishi Ike Sato, COACH A Co., Ltd.; Adrian Gen Tsukamoto, COACH A Co., Ltd.; Mamoru Itoh, COACH A Co., Ltd.*

This research shows how systemic coaching can result in certain levels of organizational transformation. The goal is to show that coaches who received higher coaching skill evaluation scores from their clients resulted in the improvement of the clients' managerial coaching skills and consequently, a systemic impact on the stakeholders' engagement behaviors. We used two of our own assessment tools and results were gathered from 60 coaches, 538 clients and 3,150 stakeholders between 2012 and 2014.

Coaching for Difficult Situations *Felipe Paiva, Artisan Consultoria*

Executives commonly find themselves in difficult situations, which affect their ability to perform at high performance and put their careers at risk. Coaching for difficult situations addresses three key dimensions to the issue: self-trust, political and social awareness, and communication and influencing skills.

Coaching Leaders to Construct Space for Decision Making *Jay E. McNaught, Zoetis*

This paper provides practical tools, assessments, and strategies to be used when coaching leaders to improve their decision-making process. A useful model is presented that breaks down the decision-making process into five dimensions. Each dimension becomes a focus for leader assessment and an opportunity for improvement. Behavior descriptions and coaching questions are provided to guide the executive coach. Coaches can help leaders kinesthetically experience gaps in their own decision-making process and develop strategies for improvement.

019. Internal Coaching: Stories of Successful Use of Space in Organizations (Rd2/T3)

Panel Discussion

1:00 to 2:30 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Horace Mann 152

The panel focuses on internal coaching aligned with business imperatives, the present best organizational coaching practices – linking these to the Space as Context, Content and Conduct. The panel's objectives are: 1) to communicate, through a variety of practitioners in different organizations, stories of successful coaching initiatives, and 2) to share internal coaching models, and best practices and applied skills: how the methods and theories work on the ground.

Presenters:

Anne Power, Columbia Coaching Certification Program

Patricia M. Armstrong, Abbot Downing

Alan J. Polansky, Amrest Sp. z o.o.

Nancy Amick, Wells Fargo

Stefan Hendriks, Teachers College, Columbia University

John Paul Schuster, Hudson Institute of Coaching and Columbia Coaching Certification Program

020. Executive Coach Education and Training: Current Status and Future Directions (Rd2/T1B)

Panel Discussion

1:00 to 2:30 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Milbank

Building on the conference theme, this panel session—made-up of representatives from six international coaching professional associations, service organizations, support networks, and consortiums—presents multiple perspectives for creating and sustaining spaces intended to foster the continuous professional development of executive coaches, educators, and other key stakeholders. Emphasis is placed on each panelist sharing their organization's mission and vision; credentialing processes; accomplishments to date; and importantly, views on the work that lies ahead!

Presenters:

Terrence E Maltbia, Teachers College, Columbia University
Susan R Meyer, Susan R Meyer, Coaching & Consulting (Representing IAC)
CB Bowman, Association of Corporate Executive Coaches
Patricia Ann Mathews, ICF
Micki McMillian, ACTO
John L Bennett, McColl School of Business, Queens University of Charlotte (Representing GSAEC)
Jeremy Ridge, Representing APECS

021. Afternoon Break

Special Event

2:30 to 3:00 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Cowin Auditorium Foyer

022. Nurturing Creative Space: Tools for Coaching the Post-Heroic Leader (Rd3/T1B)

Experiential Learning Session

3:00 to 4:30 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Horace Mann 138

This experiential workshop will offer coaches an opportunity to experiment with a new leadership assessment/coaching tool developed to help organizational leaders evolve from a traditional to a post-heroic approach to leading. This instrument describes nine "mind-body" and "internal/external" power shifts that occur when leaders seek to embody the emergent leadership paradigm. Session includes practice, dialogue and sharing "best practices" for creating "safe space" to support clients in self-inquiry and personal growth.

Presenter:

Jeffrey W Hull, Harvard Medical School

023. Coaching Teams in Shared Space (Rd3/T2)

Panel Discussion

3:00 to 4:30 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Horace Mann 140

This panel discussion focuses on some key challenges of coaching teams and how to address these challenges. Particular emphasis is placed on use of assessments, especially team assessments that provide important information about relationship strengths between team members and within the overall team. Included among the panelists will be two senior executives who have experienced team coaching supported by a robust assessment and feedback process.

Presenters:

Carolyn K. Carlson, StangerCarlson
Richard Stanger, StangerCarlson
Richard Rocco, Argosy International
Daniel Boockvar, New York Cruise Lines

024. Communications Theater: How to Move Conversation from the Battlefield to the Playing Field (Rd3/T3)

Experiential Learning Session

3:00 to 4:30 pm

Horace Mann Hall (on Broadway between 120th and 121st

Streets): Horace Mann 150

In this experiential workshop, participants experience a powerful model of relating. This model takes participants from Battlefield to Playing Field by learning the Battle to Play Model of communicating and then practice these approaches using real life examples through "real" play. Participants will take away a tool to prepare clients for contentious communications and to promote effective dialogue among their stakeholders. This workshop addresses the sociological space between people in relationships.

Presenter:

Siobhan M. Murphy, The Quest Connection

025. Creating the Coaching Space in Healthcare: Patients, Healthcare Leaders and Hospital Boards (Rd3/T4)

Panel Discussion

3:00 to 4:30 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Horace Mann 152

This panel discusses "Space" in healthcare through three perspectives: 1 How coaching empowers and engages patients as clients, 2 How coaching maximizes the potential of healthcare leaders, 3 How coaching elevates hospital boards. The benefits of coaching include improved alignment and governance for boards, improved communication and leadership capabilities to lead cultural change for healthcare leaders and increased patient engagement through a partnership approach, improved medical outcomes and self-care.

Presenters:

Anne Power, Columbia University
Michael G. Cassatly, MedAchieve Inc.
Brent Flack-Davison, Visiting Nurse Service of New York
Elizabeth Sudler, Sudler Consulting LLC
Nikoleta Vlamis, Nikoleta & Associates Inc., University of Toronto Rotman Commerce

026. Coaching Demonstrations (Rd3/T1A)

3:00 to 4:30 pm

Horace Mann Hall (on Broadway between 120th and 121st Streets): Milbank

026-1. Narrative Coaching and Developmental Space: Where Coaching and Counseling Differ and Overlap

Coaching Demonstration

This demo looks at the spaces of coaching versus counseling, which is often discussed by coaches in the course of their work. It will include initial "set up" of the theory, models and competencies for the participants to observe, and a post-demo discussion in the spirit of the demo-teach processes to which CCCP participants are accustomed. It will demonstrate narrative techniques and developmental frames for increasing client awareness.

Presenter:

John Paul Schuster, Hudson Institute of Coaching and Columbia Coaching Certification Program

026-2. How to Coach with a Two Thousand Years Experienced Brain ? Enlarge Your Vision Thanks to Socrates Maieutics !

Coaching Demonstration

Coach's role is to facilitate for clients to find their own way to being their best. Five hundred years BC in ancient Greece, Socrates invented maieutics, « the art of giving birth » to the truth in your client, as a spiritual midwife, by asking the right questions. The purpose of the session is to demonstrate the process of maieutics as a model to achieving positive results.

Presenter:

Florentin Roche, FR-Coach

027. Community Reflection and Closure

Special Event

4:45 to 5:30 pm
Horace Mann Hall (on Broadway between 120th and 121st
Streets): Cowin Auditorium