

Out of the Box: Coaching Leaders Toward Balance, Fulfillment and Success

About the Presenters:

Enriching Lives



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Andrew Campbell is the Director of Organizational Development for the Los Angeles County Arts Commission, where he designed and continues to oversee the Arts Leadership Initiative and the Executive Coaching Initiative. He also manages the Los Angeles County Arts Internship Program which each year provides more than 130 paid summer arts internships to undergraduate college students at nonprofit arts organizations throughout Los Angeles County. Andrew holds a B.A. degree in English and Theatre from the University of Minnesota, and an M.F.A. in playwriting from UCLA. In 2003 he was appointed to the City of West Hollywood Arts and Cultural Affairs Commission.

The Executive Coaching Initiative (ECI) was launched by the Los Angeles County Arts Commission in the fall of 2005. Through ECI, the Arts Commission provides coaching skill training to large budget organization leaders. With a per person training cost of approximately \$5,000, each of the trained leaders "repays" the cost of their professional development experience by providing 50 hours of one-on-one coaching to leaders of mid-size budget organizations. Typical coaching engagements are approximately 15-20 hours over several months. It is expected that each trained coach will be able to provide coaching to 2-4 people through this "repayment" process. Through this process the Arts Commission will have a pool of 20 trained coaches with expertise in arts management to add to its technical assistance roster of services. As of May 1, 2007, 20 arts leaders have been trained in coaching skills and approximately 30 mid-size budget arts leaders have received coaching so far. The ECI pilot project was funded by the National Endowment for the Arts and the Los Angeles County Quality and Productivity Commission.

For more information on the project, please contact:

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About the Los Angeles County Arts Commission:

The Los Angeles County Arts Commission fosters excellence, diversity, vitality, understanding and accessibility of the arts in Los Angeles County. The Commission provides leadership in cultural services for the County, including information and resources for the community, artists, educators, arts organizations and municipalities. There are over 2,800 arts organizations and 150,000 working artists in the County of Los Angeles, creating the largest concentration of arts activity in the United States.



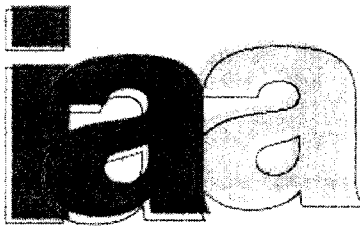
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As Senior Manager of Leadership Services for NAMAC, Dewey develops and oversees a variety of nationally instituted programs that focus on capacity building, peer coaching, leadership development, distance learning, professional development and regional and virtual community-building. Dewey is a personal and professional coach and holds a Certified Professional Co-Active Coaching credential from The Coaches Training Institute and an Associate Certified Coach credential through the International Coach Federation. He has a private coaching practice (www.next-step-consulting.net) serving leaders and cultural creatives who challenge themselves to embody their leadership potential and bravely "face the fire" in order to create lasting change in their personal and professional lives.

NAMAC's *Peer Coaching TeleCircles* is a six-month professional development program for NAMAC members providing a confidential environment for continuous learning, peer support, leadership development and action. NAMAC currently offers circles for executive directors and for managers/program directors. TeleCircles consist of three to four members throughout the United States who meet on a 2-hour conference call twice per month. Facilitated by a certified professional coach, Circle members set goals, share insights and materials, support and coach each other, and develop and implement action plans. In addition, NAMAC offers Peer Coaching TeleCircles to alumni of the Media Arts Leadership Institute and the Executive Directors Retreat as a way to further extend their learning and professional development, post-retreat.

About NAMAC:

NAMAC is the national service organization that energizes independent voices through the media arts. By encouraging dialogue, collaboration, advocacy, leadership development and capacity building, NAMAC works to sustain the field of independent media arts organizations.



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Lisa May Simpson oversees and develops the Illinois Arts Alliance's capacity building and professional development programs, including the biennial One State: Together in the Arts conference, the Local Arts Network, Peer Coaching Circles, Mentor Connection Service and Arts Leadership for the 21st Century programs. She joined the IAA staff in 2000 and has served in a number of capacities at the organization, including two and a half years in membership and development. Prior to joining the Illinois Arts Alliance, Lisa served as a counselor for the Feminist Women's Health Center in Renton, Washington. She holds a BA in Theater from Western Washington

University in Bellingham, Washington, and continues to work as an actor in Chicago, where she has performed with Lookingglass Theatre Company, The Hypocrites, the Neo-Futurists, and BlindFaith Theatre. Lisa has served on the boards of Creating Pride, an arts education organization, and The Hypocrites theater company. She is currently a member of the board of directors of Chicago Health Connection.

The Illinois Arts Alliance's *Peer Coaching Circles* are small, highly focused learning groups of four to six members comprised of individuals with comparable levels of responsibility from organizations of similar sizes. The Illinois Arts Alliance program is based on a model and developed with assistance from Authenticity Consulting. *Circle* members come to monthly meetings prepared to work on individual goals or problems related to their organizations, such as coping with staff, dealing with symptoms of burnout, or planning a new program. *Circles* are based on an internationally known process called Action Learning. Action Learning includes ongoing, highly focused meetings among a small group of peers, each of whom is committed to meeting real-life challenges or goals and learning at the same time:

- A facilitator ensures that sessions are tightly focused on actions and learning.
- Each peer group member gets a time slot in the meeting to get help from other members.
- Members help each other by posing probing questions and supportive challenges, and through limited use of advice and materials.
- Each member commits to taking action between meetings to address their goal.
- Regular evaluation occurs about the process, outcomes and facilitation.

About the Illinois Arts Alliance:

The Illinois Arts Alliance (IAA) is the statewide arts advocacy and service organization promoting the value of the arts to all residents of Illinois. Through research, capacity building and communication, IAA advances widespread support of all the arts, enhances the health of the arts and cultural sector, and fosters a climate in which the broadest spectrum of artistic expression can flourish.

RESOURCES

COACHING SERVICE ORGANIZATION: ICF

International Coach Federation (www.coachfederation.org) is a nonprofit, individual membership organization formed by professionals worldwide who practice business and personal coaching. The ICF exists to build, support and preserve the integrity of the coaching profession through programs and standards supported by the individual membership.

ICF DEFINITION OF COACHING

Professional coaching is an interactive process that helps individuals and organizations improve their performances and achieve extraordinary results. Professional coaches work with clients in all areas including business, career, finances, health and relationships. As a result of professional coaching, clients set better goals, take more action, make better decisions, and more fully use their natural strengths.

ICF DEFINITION OF A COACH

Professional coaches provide an ongoing partnership designed to help clients produce fulfilling results in their personal and professional lives. Coaches help people improve their performances and enhance the quality of their lives.

Coaches are trained to listen, to observe and to customize their approach to individual client needs. They seek to elicit solutions and strategies from the client; they believe the client is naturally creative and resourceful. The coach's job is to provide support to enhance the skills, resources, and creativity that the client already has.

HOW IS COACHING DISTINCT FROM OTHER SERVICE PROFESSIONS?

Professional coaching is a distinct service that focuses on an individual's life as it relates to goal setting, outcome creation and personal change management. In an effort to understand what a coach is, it can be helpful to distinguish coaching from other professions that provide personal or organizational support.

* **Therapy**—Coaching can be distinguished from therapy in a number of ways. First, coaching is a profession that supports personal and professional growth and development based on individual-initiated change in pursuit of specific actionable outcomes. These outcomes are linked to personal or professional success. Coaching is forward moving and future focused. Therapy, on the other hand, deals with healing pain, dysfunction and conflict within an individual or a relationship between two or more individuals. The focus is often on resolving difficulties arising from the past which hamper an individual's emotional functioning in the present, improving overall psychological functioning, and dealing with present life and work circumstances in more emotionally healthy ways. Therapy outcomes often include improved emotional/feeling states. While positive feelings/emotions may be a natural outcome of coaching, the primary focus is on creating actionable strategies for achieving specific goals in one's work or personal life. The emphasis in a coaching relationship is on action, accountability and follow through.

* **Consulting**—Consultants may be retained by individuals or organizations for the purpose of accessing specialized expertise. While consulting approaches vary widely, there is often an assumption that the consultant diagnoses problems and prescribes and sometimes implements solutions. In general, the assumption with coaching is that individuals or teams are capable of generating their own solutions, with the coach supplying supportive, discovery-based approaches and frameworks.

* **Mentoring**—Mentoring, which can be thought of as guiding from one's own experience or sharing of experience in a specific area of industry or career development, is sometimes confused with coaching. Although some coaches provide mentoring as part of their coaching, such as in mentor coaching new coaches, coaches are not typically mentors to those they coach.

* **Training**—Training programs are based on the acquisition of certain learning objectives as set out by the trainer or instructor. Though objectives are clarified in the coaching process, they are set by the individual or team being coached with guidance provided by the coach. Training also assumes a linear learning path which coincides with an established curriculum. Coaching is less linear without a set curriculum plan.

* **Athletic Development**—Though sports metaphors are often used, professional coaching is different from the traditional sports coach. The athletic coach is often seen as an expert who guides and directs the behavior of individuals or teams based on his or her greater experience and knowledge. Professional coaches possess these qualities, but it is the experience and knowledge of the individual or team that determines the direction. Additionally, professional coaching, unlike athletic development, does not focus on behaviors that are being executed poorly or incorrectly. Instead, the focus is on identifying opportunity for development based on individual strengths and capabilities.

