



# **Coaching Executives For the Seven Directions**

**Leading Change in a  
Complex Multicultural  
Business World**

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# Executive education needs to match client challenges

Rapid Change, High Complexity,  
High Stakes, Multiple Cultures,  
Large interdependent systems,  
Global Geo-dispersed Teams,  
International Transitions/Movement

High Need for

- Integrated Content
- Application,
- Personal Learning, plus
- ***Big Picture Perspective***



# Learning with different brain parts is required



**Neo-Cortex: Ideas and Concepts** (“the map”)  
Requires little time, experience, limited practice  
[Training is excellent here]



**Limbic: Attitudes, Behaviors, Habits**  
(day to day “walking the territory”)  
Slower, requires practice, repetition, feedback  
and coaching (“action learning”)

# Sustainable executive education works with both *inner* and *outer* orientation

*Orientation in its deeper meaning is about mindset, ways of thinking and knowing, origins of communication and a sense of direction. It is about how the human spirit understands itself.*

## **Internal orientation:**

Self, spirit

## **External orientation:**

Society, world, others, places,  
family, organization

Source: Gregory Cajete, PhD, "Look to the Mountain: An Ecology of Indigenous Education"

# Training plus Coaching = Optimal Learning

Keeping in mind the different functions in the two parts of the brain, one research project carried out in 1997 showed the following:

*Thirty-one managers underwent a conventional managerial training program, which was followed by 8 weeks of one-on-one executive coaching. Training increased productivity by 22.4%. The coaching - which included goal setting, collaborative problem solving, practice, feedback, supervisory involvement, evaluation of end-results, and a public presentation - increased productivity by 88%, a significantly greater gain compared to training alone. (1)*

**We at Advantara ® now know, through conscious integration of training and coaching, how to bring this learning percentage up much closer to 100%.**

(1) Gerald Olivero, K Denise Bane, Richard E Kopelman, "Executive coaching as a transfer of training tool: Effects on productivity in a public agency," **Public Personnel Management** Washington Winter 1997



# The Overview: Thinking Holistically

**Both the Asia Buddhist and Native American perspectives which have informed our outlook take a big picture perspective, looking at the individual executive's internal and external development from at least seven directions.**

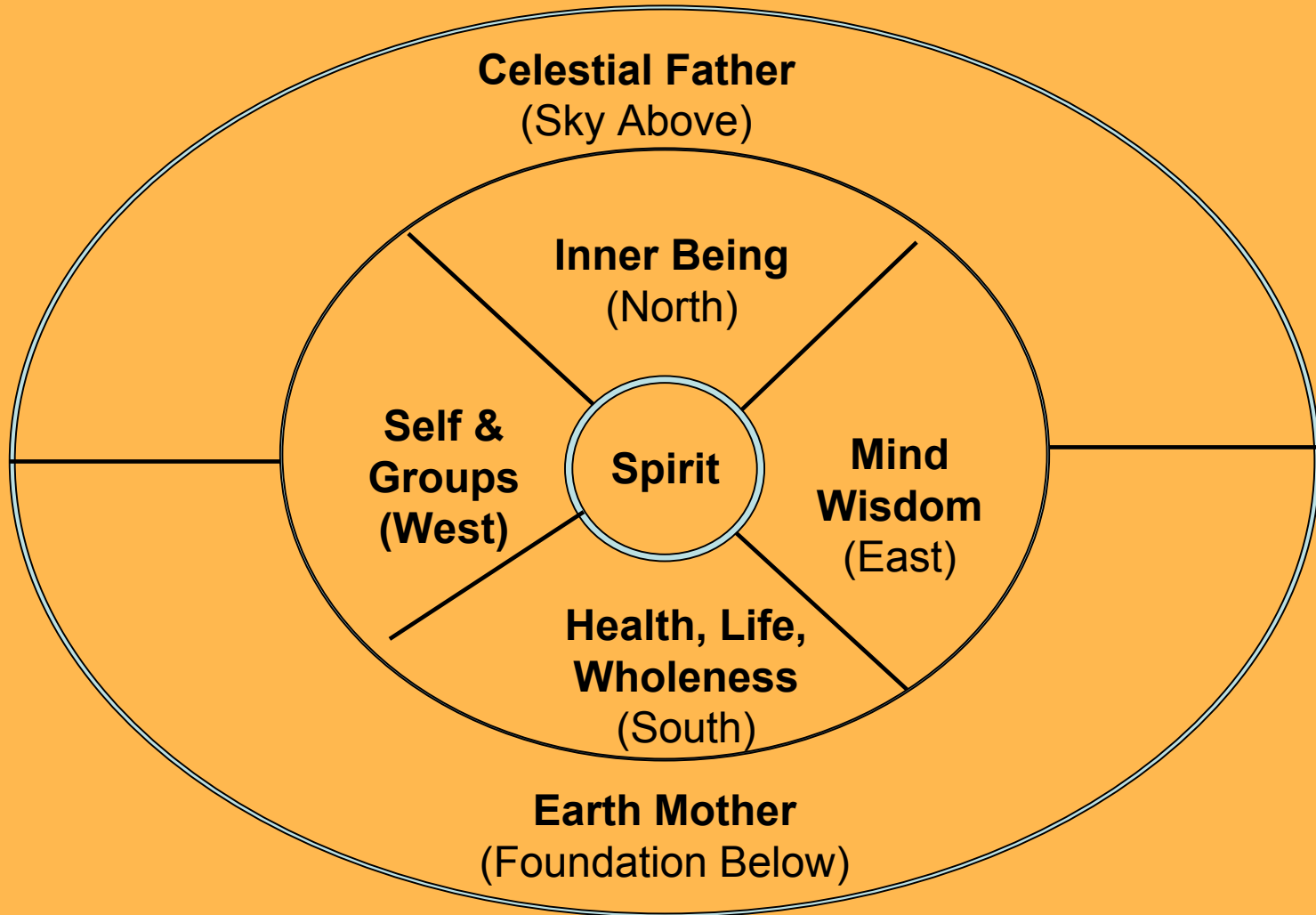
**In the following diagram, excerpted from Santa Clara Pueblo educator Gregory Cajete's Indigenous Curriculum Mandala for Science from a Native American perspective(1), the spirit is at the center.**

**Cajete:**

*To know, understand, and appreciate the 'outer' one must begin with the center - the Middle Place - the 'Inner' where all things meet.*

**This is about encountering and explaining meaning making and integration....**

# Multi-directional models support executive **education**



# The Seven Directions

- 1. Center: the place of emergence, creation, basic orientation, establishing meaning and context for one's own creative spirit = self knowing and capacity.**
- 2. East: Sun's first light, first insight and illumination, wisdom, rebirth, foundation for thinking about world in relationship to own foundations of thought in preparation for learning journey.**
- 3. West: sustenance, social well being and community, human ecology, tribalism as community.**
- 4. South: plants, wholeness and health through dynamic connection with plants, humans as part of natural systems.**
- 5. North: domain of inner forms, unconscious, dreams, symbols, myth and story, animal world and exploration of reflection of animals in ourselves.**
- 6. Below: domain of Earth Mother and archetypal elements of earth, wind, fire, water and air, all necessary to sustain life in a dynamic interplay. Appreciation of geophysics of earth processes through artistic exploration**
- 7. Above: domain of great mystery of Sun, Moon and Stars, of astronomy, cosmology, patterns of celestial bodies, expanded vision of self.**

# A pause for reflection

Where in your life and in that of  
your executive clients  
do *you* and *they* need to see  
the bigger picture?



# The whole picture



**What are you/they missing?**

**What reminders are needed/wanted?**

**What would be helpful?**


**What else? What else? What else?**

# The global mindset is **multi-faceted** in thinking, doing and being



- Big picture view, context, global scanning
- Benchmark all in a global context
- Practice globally oriented lifelong learning
- Welcome change as opportunity
- Value process over structure for organizational resilience and flexibility
- Balance opposites
- Comfort with difference and uncertainty
- Leverage diversity
- Lead complex multicultural teams and projects

# Understanding the *cultural self* is essential for global leaders



**“The connection between personal mythology, cultural mythology, and the educational process is complex and dynamic.**

**Our individual personal mythology forms a dynamic web that informs the very essence of our lives. Awareness of the influence of our personal mythology on the unfolding process of our lives is an essential part of self-knowledge. Such awareness begins by becoming more completely conscious of the way our personal myth interpenetrates that of the multicultural universe in which we live.”**

# Global Intercultural

## Executive coaching is a *process*... (1)

### **Who:**

Real time partnership between a professionally trained global executive coach and strategically influential leader and/or team

### **What:**

Evoking/developing self-renewing the executive or team members' wisdom and action:

- 1. Creating awareness**
- 2. Shifting attitudes**
- 3. Shifting behaviors**
- 4. Creating consistent accountability ©**

# Global Intercultural

## Executive coaching is a *process*... (2)

### How:

- real time relational container
- broad and complex skill set based on excellent observation, listening, feedback and *Intentional Inquiry*© method

### Why:

- High performance (development)
- High impact
- High energy/resilience/excitement/"flow"

# Coaching Demonstration

Please observe the coaching demonstration, reflecting on the following questions:

- What is observable about the *quality of presence* of the coach? How does s/he listen?
- What does the coach *do*?
- What does the coach *NOT do*?
- What *phases* in the process can you distinguish?

# Coaching Demonstration

And further.....

- What are the major *shifts* for the client and where?
- *How* do these shifts *happen* for the client?
- What *value* was created for the client?
- How does the client's cultural mindset  
and behavioral repertoire shape this?  
expand with the process?
- What *impact* may this have  
on the client or client's organization?

# Training as a global executive coach or partnering strategically

**Advantara**® 's advanced coaching and coach training programme with focus on global business and cross cultural coaching skills offers

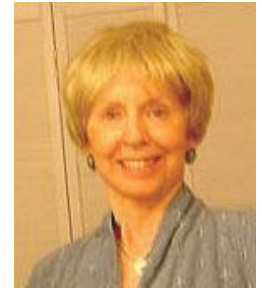
- Global virtual training and certification process in global, geographically dispersed, intercultural learning teams
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Talk to Director Hannah S Wilder and  
Advantara programme participants ....

- We look forward to hearing from and speaking with you about**
- **global executive coach training**
  - **global executive coaching**
  - **exploring strategic partnerships with complementary professionals**

# References and Resources

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(forthcoming, 2007) Check [www.advantara.com](http://www.advantara.com) “Publications”  
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