



COMENSAnews

COACHES AND MENTORS OF SOUTH AFRICA

South Africa's Premier Association for Coaches, Mentors and People Developers



It's A Wrap!



By Belinda Davies, National President of COMENSA

We are all born with wonderful gifts. We use these gifts to express ourselves, to amuse, to strengthen, and to communicate. We begin as children to explore and develop our talents, often unaware that we are unique, that not everyone can do what we're doing!

Lynn Johnston (1947 -), Lynn on Ideas

Coaches and Mentors are a uniquely blessed community of professionals. We have the privilege of using our gifts in order to enable others to truly shine and achieve. The greatest gift we give our clients is the opportunity to see how magnificent they are. This requires of us the humility to realise

that nothing is about us – it is all about the client. This is a real challenge when we consider that many of us come to coaching having achieved a measure of success ourselves. The true measure of success for a coach or mentor is the success of our clients and protégés.

As we hurtle towards the close of 2009, we have a special opportunity to reflect on the gifts we have given to and, more importantly, on those we have received from our clients. Every time a client presents us with a particular challenge, we receive the gift of learning. We have an opportunity to think about things anew and learn new things about ourselves and about life.

COMENSA has been blessed with many gifts this year – and all of them are gifts from our members. We grew from 3 Chapters to 4 when we welcomed the Eastern Cape Chapter into the world under the leadership of

Chris Mbekela. This came after many months of hard work and dedication by a small group of volunteers who were determined to get it going.

We have seen the complete rejuvenation of our monthly newsletter into a really valuable publication with substantial articles by a wide variety of credible contributors who keep us interested and stimulated and who give us the gift of sharing their wisdom and experience. These articles keep us informed and enable us to learn from each other. Only COMENSA members may contribute to our newsletter, and the quality and variety of these contributions is testament to the stature of our members. Thank you to Megan Hudson and our members for turning COMENSAnews into something to look forward to each month.

We also saw COMENSA truly shine at the Business Schools Expo. The first *(Continued on page 2)*

Ethics Made Sexy

"The truth - you've got to deal with it or it will kill you bit by bit."
Ziggy Marley

In the November issue of COMENSAnews, we posed the following ethical dilemma:

Dilemma number 1:
An HR employee tells you that one of your clients is being considered for termination due to corporate downsizing, but asks you not to tell your client yet.

(Continued on page 2)



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It's A Wrap continued....

gift was the opportunity to take a space *at no charge*. This was followed by multiple other gifts – Megan’s great organisational skills, as well as COMENSA members whose contributions and participation made it the most popular stand at the Expo.

Gary Viljoen and the Supervision team have been working hard at creating a Supervision framework that is likely to establish **international best practice** not only for coaching and mentoring but for others in the “helping professions”. We had the opportunity to learn from them and make input into their thinking during their roadshow, and we look forward to having the first Supervision Framework during 2010.

We saw Matt Shelley take over from Jo Searle as Chairperson of Ethics – and have seen the first of his ethical challenges to us in the COMENSAnews. My challenge to Matt is to “make ethics sexy”. It is a crucial area of concern to coaches and mentors, but many of us may have found it a bit dry.

However, if we engage regularly with the ethical challenges we might be faced with, the gift is that we raise our standards and elevate our profession.

A much anticipated gift that is about to reach us is the long awaited “Membership Criteria and Competency Framework” that has undergone much work and revision since it was presented to members in consultations during 2008. I look forward to being able to share this with you – hopefully before the end of the year. If not, then certainly during January of 2010. Thank you to Marianna Meyer and her MCSC team for their hard work and commitment.

Another much anticipated Christmas gift will be the launch of our new website with an updated look and feel, greater functionality and user-friendliness. It has been many months in the making and is due to be launched in December. Megan and Lori have been working hard in the background with Howard and the team from

Syncrony and we are really looking forward to it.

These are but a few of the tremendous gifts COMENSA members have bestowed on each other through COMENSA. Without our members we are nothing. You, our members are the greatest gift of all.

I wish you peace and happiness over the festive season. Travel safely. Rest well. Savour special moments with family and friends. Rejuvenate and prepare yourselves for a truly wonderful 2010.

Currently COMENSA National Chairperson, Belinda was active in getting COMENSA off the ground in KZN, and was chairman of the chapter in 2006/7. Belinda’s consultancy, Leadership Solutions, specializes in the crafting of strategic leadership, organizational performance and coaching solutions that enable businesses to achieve strategic success. Belinda can be contacted on belinda@leadershipsolutions.co.za

“Without our members we are nothing. You, our members are the greatest gift of all.”

- Belinda Davies

Ethics Made Sexy continued....



(Continued from page 1)

And.....we didn’t have any responses. So as an alternative approach we would like to ask you if you have any current ethical issues in your practice that you may like support with. If so, please write to us describing your issue and your thoughts on it – particularly “What does not feel right for you?” about the situation you describe. We will respond to all the queries we receive and choose one to be published in the next Comensa Newsletter, describing how the issue may be considered through the use of the ethical decision-making model we are developing

Members whose letters are chosen will each receive one of the new **COMENSA**

Moleskin Journals. Please make sure your letters reach us no later than **15th January 2010** to make it in time for the February 2010 COMENSAnews.

If you have any ethical questions or potential complaints please contact Matt Shelley, Chair of the National Ethics Committee on mattshelley@telkomsa.net



Soap, Sausages & Skin



By Megan Hudson,
Editor:
COMENSAnews

A believer and a cynic went for a walk. The cynic said: "Look at the trouble and misery in the world after thousands of years of religion. What good is religion?" The companion noticed a child, filthy with grime, playing in the gutter. He said, "We've had soap for generation after generation yet look how dirty that child is. Of what value is soap?" The cynic protested, "But soap can't do any good unless it is used!" "Exactly," replied the believer.

During the course of the day, I've been listening to songs from Susan Boyle's debut album being played on the radio station. Based on sales in its first week of release, it is predicted to be the quickest rise to No 1 ever for a debut album. It struck me suddenly that here was a prodigious natural gift that had gone unrecognised for so long, and it was a gift that gave me such pleasure to receive.

When Susan Boyle first appeared on ITV's Britain's Got Talent in 2008, she literally blew the judges' hair back from the moment she began to sing. One has to ask how such a magnificent natural talent had never seen the light of day until that moment. The answer of course, is easy – people judge a sausage by its skin. Do you? As much as I consciously try not to judge or label people, I know that I do it, and I have to wonder how many opportunities I have

missed out on because of this. Have you judged COMENSA without really getting involved behind the scenes, in the Portfolio Committees, Special Interest Groups and Chapter Committees? Or has COMENSA done some good because you have put the organisation and its structures to good use?

If you listened carefully to Simon Cowell's questions to Susan before she started to sing, he asked one key question: "How long have you been doing this?" Susan Boyle, aged 47 at that time, answered: "Since I was twelve!"

If, as Malcolm Gladwell has estimated in *Outliers*, it takes 10,000 hours of practice to achieve the mastery associated with being a world-class expert, Susan Boyle has certainly done her time. Have you? If so, the new Member Criteria and Standards of Competence Framework that was tabled for ExCo approval at the end of November 2009 will be a walk in the park and you will find yourselves well along the road towards the higher levels of accreditation. For more information on this, please email me at marketing@comensa.org.za and I'll redirect your queries to the appropriate office-bearers.

So COMENSA is delighted to take the lead in setting the standards that will support professional best practice in Coaching and Mentoring in South Africa. It's taken only 3 ½ years (since COMENSA's launch in April 2006) to get to this momentous phase. Great strides have been made in reviewing the Interim Policy on Supervision as a result of your invaluable input and participation. COMENSAnews now has

an INTERNATIONAL readership, who are giving positive feedback on the calibre of its contents, and on our overall progress. Locally, our reach is expanding within South Africa with the successful establishment of the Eastern Cape Chapter and expressions of interest having been received from Mpumalanga and the Free State.

As a final note, if we work on roughly 220 working days per year, taking into account weekends and SA public holidays - based on an 8 hour day, it would take just over 5 ½ years of solid effort to achieve the 10,000 hours that Gladwell calculates are necessary to achieve mastery. Given this, it can confidently be said that COMENSA is more than half way down the path to the mastery associated with being world-class. That's something I'm proud to be a part of. Aren't you?



Gifts to Practitioners: Research, Conferences and Grants



By Dr Sunny Stout Rostron

What do we really know about how coaching works, exactly how well it works, and when it works best? In essence, not much. Our “knowledge” is based mainly on what coaches say they do, or on what they think makes sense – rather than on observation of what they really do, or on research into coaching outcomes experienced by individuals, teams and organisations.

I have recently experienced some of the gifts offered to coaches to enable them to develop their discipline, including practitioner research, international conferences, and research grants. This article discusses the importance of these gifts, and how we can make good use of them.

Practitioner Research and Reflective Practice

The general characteristics of practitioner research are that (Fillery-Travis, 2009):

- The research questions, aims and outcomes are determined by the practitioners themselves;
- The research is usually designed to have an

immediate and direct benefit or impact;

- The focus is on the practitioner’s own practice and/or that of their immediate peers;
- The research or enquiry is small scale and short term;
- The process may be evaluative, descriptive, developmental or analytical.

You can continually research your own practice, ultimately developing your own professional competence. David Peterson (2009) suggests simple ways to conduct your own practitioner research. For example, try different techniques in your coaching: e.g. with alternate clients do a background interview that is only one third of your normal interview; see what happens and take notes on what you observe. Secondly, you can generate a list of experimental ideas for your coaching from reading about new techniques, new types of questions or new processes. Try one new thing every coaching session and record your findings. Thirdly, you can ask your coaching participants: what was the most effective thing you (as coach) did in the session, and why was it helpful. Also ask: what was the least effective thing, and why was it not helpful. Record your feedback, looking for patterns and substitute new processes for the least effective things. You

can also participate in coaching research studies, or help to find participants from your own coaching practice to participate in studies. Most importantly, think critically about and read current coaching research, and try to incorporate findings into your own practice.

Conferences on Coaching

At the end of September this year, I attended and spoke at the second International Harvard Coaching Conference on Coaching in Medicine and Leadership, as well as the second Institute of Coaching Research Forum (ICRF2) held in London in November. All South African coach practitioners are impacted by these developments, which also have implications for the work being carried out in preparation for the GCC Rainbow Convention to be held in South Africa in October 2010.

Coaching in Medicine and Leadership

Coaching has emerged as a competency dedicated to helping individuals to grow, develop and meet personal and professional goals while at the same time building personal and professional capacity and resilience. Although every year coaches are servicing a US\$1.5 billion market, the most developed market segment is leadership coaching in

(Continued on page 5)

“Try one new thing every coaching session and record your findings”

- Sunny Stout Rostron

Gifts to Practitioners Continued....

(Continued from page 4)

organisations – less than 20 per cent of professional coaches are from the mental health or medical fields. This conference was therefore a groundbreaking event, with lectures and workshops by world leaders in coaching and coaching research. There were three tracks: Overcoming Immunity to Change; Coaching in Leadership: Theory and Practice; and Coaching in Health Care: Research and Application.

ICRF2 London: Measuring Results

Another gift was the ICRF2 conference sponsored by the IES (UK Institute for Employment Studies) and the Institute of Coaching Research Forum (ICRF). ICRF2: Measure by Measure looked specifically at how to design coaching measures and instruments, with the ultimate aim of discovering what makes coaching effective. Researchers from round the world met to discuss three major topic groups: process measures, outcome measures for executive/leadership coaching, and outcome measures for health, wellness and life coaching. The format for each discussion was:

1. Discussion of what inputs should be measured.
2. Identification of aspects of the coaching process to be measured.
3. Identification of outcomes to measure, based on coaching purpose.
4. Specific suggestions on how best to measure areas of greatest interest.

Critical issues in measurement and methodology were discussed, the biggest concerns relating to:

1. How do we evaluate instruments and measures? What are the important considerations, such as reliability, validity (quantitative research), and trustworthiness (qualitative research).
2. How can we incorporate measures into our research? What are the issues and considerations in research design and methodology for incorporating measures and interpreting results?
3. What qualitative research issues have arisen in current coaching research?
4. The most compelling topics and challenges were selected (including leadership effectiveness, team effectiveness, manager as coach, coaching supervision, ethics, diversity, practitioner research and wellness), and measures written for these.

Finally, a report was drafted on the group work. This will be made available on the websites of both the Institute of Coaching and COMENSA early next year. All of the group forums were recorded, and key points from each discussion will be included in the final report.

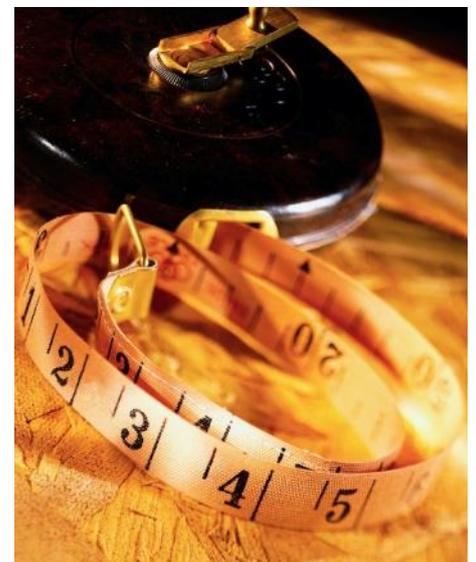
Grants from the Institute of Coaching

One of the gifts offered to practitioners in our field is an endowment US\$2 million dollars, from the Harnisch Family Foundation which is firmly committed to the professional development of coaching, to the Institute of Coaching based at Harvard Medical School/McLean Hospital. The Institute is able to translate this generous endowment into grants totalling US\$100 000 per year to fund rigorous research into coaching,

thereby helping develop the scientific foundation and professional knowledge base of the field.

The Institute of Coaching offers four types of grant, with deadlines for applications on the first day of February, May, August and November each year:

1. Graduate student fellowships of up to US\$10 000 for high-quality research projects. To qualify, applicants must be Masters or Doctoral candidates looking for financial support for dissertation research on coaching.
2. Research project grants of up to US\$40 000 annually for individuals who would like to conduct empirical research in coaching.
3. Research publications grants of up to US\$5 000 to assist with the writing, editing and publication of coaching research in a peer-reviewed academic journal.
4. Travel awards to cover travel expenses related to presenting coaching research at the annual Harvard Coaching Conference.



Gifts to Practitioners Continued....

(Continued from page 5)

Please visit www.InstituteofCoaching.org to learn more about the Institute's various grants, membership programmes, current research and publications dedicated to the development of coaching, and for information on the recent Harvard Conference. As a Founding Fellow of the Institute of Coaching and a member of its Research Advisory Board, I am keen that South African Masters and Doctoral students in coaching should apply for these research grants. It is crucial that we begin to build the body of knowledge on what is working and what needs work within the fields of coaching and mentoring in South Africa.

How can you play a part in the development of the field?

Our goal in developing reflective research and enquiry is to make a substantial contribution to the emerging practice of coaching worldwide (Stout Rostron, 2009). Your gift to our emerging discipline is to practically play a part. For example, you can:

- participate in COMENSA activities;
- offer to be a participant in coaching research studies;
- continue to develop your own reflective practice;
- ask how you can participate in the build-up to the GCC Rainbow Convention to be held in South Africa in October 2010;
- write up your own cases studies for coaching journals;
- apply for a research grant for one

of your studies through the Institute of Coaching; and

- attend conferences and simply stay abreast of current research practice; and
- mentor other coaches in the field.

Take part in a team coaching research survey

Professor Peter Hawkins, creator of the Seven-Eyed Supervision model, and founder of the UK Bath Consultancy Group, is currently writing a new book on Systemic Team Coaching to be published by Kogan Page in 2010. He would like this book to best represent what is known and practised in the field of team coaching. He is asking thought leaders, leading researchers and senior team coaches to contribute from their experience. All contributions will be fully acknowledged and you will be referenced. Everyone who fills in the questionnaire will also be invited to the book launch in the UK Autumn 2010. Key questions are as follows:

- What is the most common difficulty you have noticed in teams being effective?
- What is the best way you have found in addressing this difficulty?
- If you were responsible for teaching a new cadre of team coaches in just three months and were restricted to teaching them only five things, what would they be?
- How do you define team coaching?
- What three issues or questions do you think most need addressing in the field?

Please email responses to: Professor Peter Hawkins at

peter.hawkins@bathconsultancygroup.com or send to Barrow Castle, Rush Hill, Bath, UK BA2 2QR.

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Fillery-Travis, A. (2009). *Practitioner Research Workshop, GCC Rainbow Convention, notes.*

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Stout Rostron, S. (2009). *Business Coaching Wisdom and Practice: Unlocking the Secrets of Business Coaching.* Johannesburg: Knowledge Resources. Available from www.knowledgeresources.co.za.



COMENSA Code of Ethics

Do you remember signing the Pledge when you became a member of COMENSA?

In doing so, you committed to the COMENSA [Code of Ethics](#) and are subject to the [Ethics Complaints Procedure](#).

If you want to know more, contact the National Chair of the Ethics Portfolio Committee

MATT SHELLEY

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Michelle's Top Tip for Making the MOST of your COMENSA Membership: Charging by the bundle – a boon for your coaching cash flow?



By Michelle Clarke

I don't remember the source but I do remember the quote, "Coaches who charge by the hour do so at their peril." I learned this at a coaching master class program and it has had a major impact on how I now generate my coaching fees. In the past many consultants/coaches charged hourly rates, which is how I began charging when first I started coaching. Nowadays its becoming more common for coaches to charge a bundle project fee. Here's why;

A billing schedule for a coaching project can clearly show the number of hours the coach will spend on in-direct coaching activities. These in-direct activities include travel time, preparation time and report writing time. These costs can be shown separately from client-contact-time. I

can now demonstrate to my client that one-hour of coaching time actually equals two hours of the coaches time (and in some instances it may be more). So that there are no billing surprises throughout the intervention, I make explicit the number of sessions and hours I will work on the client engagement – both on direct and in-direct activities. The disadvantage, of course, is that if I grossly underestimate the amount of time I will spend on a project, I can lose out.

I believe that we coaches must think of our billing activities as being more closely aligned with lawyers than doctors. When a GP sees a patient he/she diagnoses the ailment there and then. Unless they are specialists, they do not necessarily prepare for the patients arrival (presence themselves), nor they write notes or a report (to share with the patient), nor do research (and find great articles to send to the patient) or go to their supervisor for reflective learning on the clients issue. Many of us coaches do. And all our efforts are part of our bundled offering.

Most of the top coaches I know ask

clients to settle a coaching project fee in advance or at least in advance instalments; perhaps an initial one-third instalment before the coaching begins, and two further payments on agreed dates over the course of the intervention. Notwithstanding that the entire intervention paid in advance is always first prize – and a boon for your coaching cash flow.

So how do you figure out what to charge for the hour or the project? Speak to other coaches in your field. Compare pricing on the internet. Find out what related professions charge. Know your clients budget. Work out your minimum hourly break-even point. Inform yourself to make better decisions on how to present, package and bill your coaching bundle.

Michelle Clarke is a Cape Town based Master Coach who delivers successful coaching interventions both locally and internationally. She is a committed member of COMENSA and works with High-Achieving Coaches and Independent Professionals helping them to build their successful businesses. She can be reached on +27 72 391 9912 or by visiting www.motivcoach.co.za

www.Where are you?

New COMENSA Website

Here's a sneak preview of what the new COMENSA website will look like. The

process has taken longer than planned because we want to get it right first time.

Are you LinkedIn?

LinkedIn is a Social Networking site (www.Linkedin.com) for professional people. If you use it well, it can be a means of linking up with past colleagues, current peers and potential new clients. You can ALSO join the COMENSA Group on LinkedIn and start discussions on topics that are of interest to you. We now have 170 members in our LinkedIn group, and it's growing all the time.

Are you on FaceBook?

The COMENSA FaceBook page now has 60 fans, most of whom come from Pretoria, Gauteng!

If you have a FaceBook profile, check out the COMENSA FaceBook page for events, photos of members having a great time at events, and become a fan of the COMENSA FaceBook page. In particular, check out the dance moves of the Gauteng Chapter members at the October event. Go to www.facebook.com.

www.twitter.com/comensa

Oh yes, we're tweeting too!

Saying it all in only 140 characters!



Integrated Experiential Coaching



By Dr Lloyd Chapman

Background

This article is the third in a series of four articles on integrated experiential learning in coaching to be written for the COMENSAnews. The article focuses on Integrated experiential coaching – how the Integrated Experiential Coaching Model helps us understand coaching as a way of facilitating integrated experiential learning in individuals to enhance their personal growth and development.

Kolb’s Experiential Learning Model

Kolb’s model is a learning cycle involving four adaptive learning modes (Kolb, 1984:68–69):

- concrete experience: involving oneself fully and openly and without bias in new experiences;
- reflective observation: reflecting and observing the experience from many perspectives;
- abstract conceptualisation: creating concepts and building logically sound theories from the observations; and
- active experimentation: using the constructed theories to make decisions and experiment with new behaviours and thoughts.

Within this model there are two distinct dimensions, each representing two dialectically opposed adaptive orientations (Kolb, 1984:43–51):

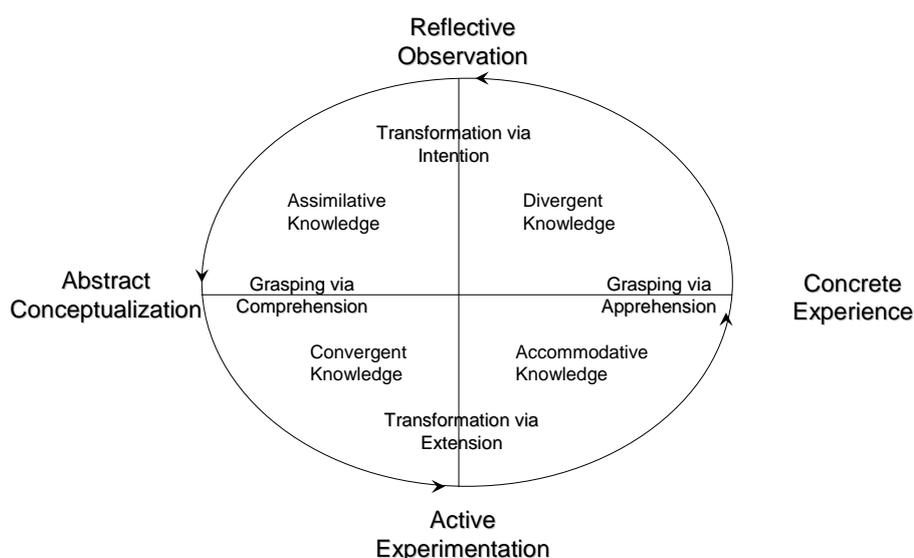
1. The prehension dimension, representing two opposing ways of grasping one’s experience of the world: “apprehension” (making uses of the directly-felt, tangible experience), vs. “comprehension” (making use of symbolic representations or concepts). This dimension therefore has concrete experience

at one end, and abstract conceptualisation at the other.

2. The transformation dimension, representing opposing ways of transforming one’s experience and creating meaning and awareness from it: “extension” (active external manipulation of the external world), vs. “intension” (reflecting on the experience). This dimension therefore has active experimentation at one end, and reflective observation at the other.

Each of these dimensions makes a contribution to the learning process, and learning requires the resolution of conflicts between the dialectical orientations involved. For example, in the transformation dimension Kolb, like Wilber, is integrating the inner and outer domains of human existence. The real power in Kolb’s (1984) model is that he recognises this dialectic, and reminds us that both intension and extension are required for learning and growth within the individual. Intension on its own is mere escapism or fantasy, while extension on its own can be dangerous and meaningless.

Figure 1 Kolb’s Experiential Learning Model



According to Kolb, learning happens as a result of the transaction between the four adaptive learning modes and the way in which the dialectical tensions between them get resolved. As a result there are four forms of knowledge, as presented in Figure 1 (Kolb, 1984:42):

- Divergent knowledge is the result of grasping experience via apprehension and transforming it via intension.
- Experience grasped via comprehension and transformed via intension results in assimilative knowledge.
- Convergent knowledge is as a result of experience being grasped via comprehension and transformed through extension.

(Continued on page 9)

Integrated Experiential Coaching Continued....

(Continued from page 8)

- When experience is grasped via apprehension and transformed via extension the result is accommodative knowledge.

Kolb's (1984) point is that grasping knowledge is not sufficient for learning. For learning to take place it has to be acted on; in other words, the grasping has to be transformed either via intension or extension. At the same time, transformation on its own is also meaningless. There has to be something, an experience or concept, which is to be transformed.

Integrating the models of Wilber and Kolb

Kolb believes that development occurs through learning, and here his language and concepts are similar to Wilber's. In talking about the inner and outer world, personal knowledge and social knowledge, he is in effect describing Wilber's (1995) four-

quadrant model (Kolb, 1984:133):

"Thus, learning becomes the vehicle of human development via interactions between individuals [upper-left quadrant] with their biological potentialities [upper-right quadrant] and the society with its symbols [lower-left quadrant], tools, and other cultural artefacts [lower-right quadrant]."

Wilber's model (outlined in the last article) is more holistic than Kolb's (1984) model, and provides a more comprehensive framework for growth and development within an integrated coaching model. However, Wilber's (1995) Integral Model is weak on the praxis of human development, while Kolb's (1984) Experiential Learning Model provides a practical, experiential way to learn and grow in an integrated way. To develop an Integrated Experiential Coaching Model, therefore, the Wilber and Kolb models can be combined to form a higher synthesis – as in Figure 2, which superimposes the

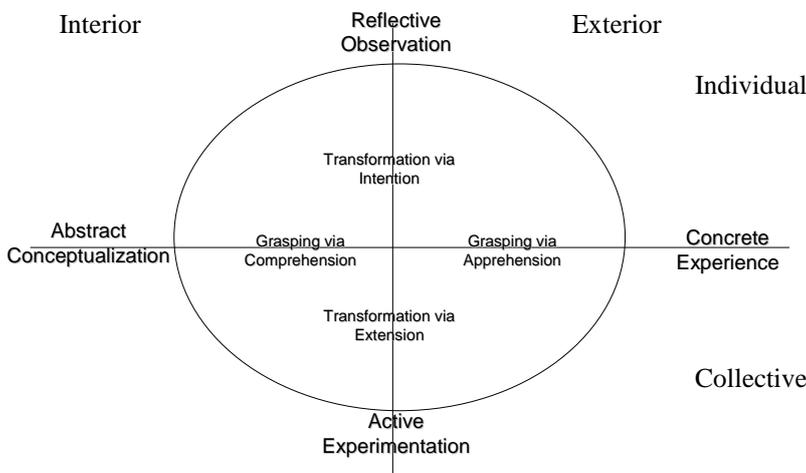
four forms of knowledge in Kolb's model on the four quadrants of Wilber's model.

Figure 2 provides a simple framework to explain the Integrated Experiential Coaching Model:

1. An individual generally experiences something concrete in the context of the collective, unless the individual lives in complete isolation.
2. To make sense of that experience the individual needs to make use of the intension dimension, move inwards, and reflect on the experience.
3. Having reflected on it, the individual develops some abstract concept or theory about the experience. Abstract conceptualisation, however, is not something that belongs purely to the individual; it is influenced by the collective culture or system. Kolb (1984) sees experiential learning as a developmental product of both personal and social knowledge.
4. Having developed a theory, the individual then needs to engage the extension dimension and actively experiment within the collective environment.

"The important thing about the coaching conversation in integrated experiential coaching is that it starts with where the individual is, and allows as much freedom to learn as the individual can cope with." - Dr Lloyd Chapman

Figure 2 The Integrated Experiential Coaching Model



Source: Adapted from Wilber (1996:71); Kolb (1984:42)

(Continued on page 10)

Integrated Experiential Coaching Continued

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organisational processes and structures, or learning how to manage people. Done correctly and in a disciplined way, experiential learning will automatically move the individual through all four Integral quadrants, and develop all four learning capabilities required for growth and development. Thus the Integrated Experiential Coaching Model proposes that coaching is about facilitating integrated experiential learning in individuals in order to enhance personal growth and development. It is integrated in being based on Wilber's Integral Model, which caters for personal development through various levels of consciousness on both personal and interpersonal levels. It is experiential in using Kolb's Experiential Learning Model as the developmental tool.

Integrated Experiential Coaching in practice

Integrated Experiential Coaching involves the client in an experiential



We encourage those members who haven't yet done so to put your profiles onto the COMENSA website.

Just [log on to the website](#) and click on the block that says "Update Member's Profile"

(There is also a "Help" section to assist you)

learning process in the following way. The client will usually come into the coaching session with a real problem or difficulty they are facing (their concrete experience). In the Integrated Experiential Coaching Model it is very important that the client always sets the agenda. The coach and client will then reflect on the experience (reflection-on-action) together. The client will be encouraged to make sense of what is going on by developing their own understanding or theory as to what is happening or going on (abstract conceptualisation). If needs be, the coach can give some experiential or theoretical input into the conversation. The client will then decide on some course of action that they will experiment with to address the issue (active experimentation).

The important thing about the coaching conversation in integrated experiential coaching is that it starts with where the individual is (i.e. the individual's experience and preferred learning style), and allows as much freedom to learn as the individual can cope with. The client sets the agenda, not the coach. It is a gradual process of expanding the quality and scope of the individual's learning capability. Hence, in the Integrated Experiential Coaching Model the coach starts working with and honouring the preferred learning style of the individual, and gradually enhances the individual's ability to move through the complete experiential learning cycle. This means that the coach must make use of appropriate coaching skills, depending on where the client is at that point in time, in order to facilitate the experiential learning process more effectively.

Next article in the series

The remaining article in the series will focus on the following issue:

- Coaching leaders through managerial complexity: How integrated experiential coaching

can be applied in the messy and complex world of managerial leadership to achieve breakthrough results.

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Wilber, K. (1996). *A Brief History of Everything*. Boston, MA: Shambhala.

About the author

Lloyd Chapman DProf MBA is an executive coach and organisational architect, a director of the Manthano Institute of Learning (Pty) Ltd, and a certified personal fitness trainer. He has over 20 years' experience in corporate strategy, organisational change, and business process re-engineering. Lloyd completed a Doctorate in Professional Studies in Executive Coaching through Middlesex University, for which he researched and developed the Integrated Experiential Coaching Model. This article is based on his book *Integrated Experiential Coaching: Becoming an Executive Coach*, (February 2010, Karnac Books, London). Lloyd can be e-mailed at la_chapman@telkomsa.net.



The Gift of Mystery



By Daphna
Horowitz

I sometimes wonder why it is that we go through life with so much uncertainty. We don't really know what is going to happen in the next year, month, day or even minute. And even with this awareness, we still like to plan as much as we possibly can. We plan December holidays as far back as the February before. We create budgets and targets for the year ahead. We plan for our careers 5 to 10 years into the future. Wouldn't it be great if we could get an inkling of things that will happen in future so that our plans can be more certain? For example, if we could know that an economic crisis was looming we would adjust our targets, budgets and even holiday ideas?

So, what is the purpose of not knowing? What is the purpose of mystery?

It is mystery that allows us to expand our minds into the realm of possibility. Through not knowing exactly what will happen, we allow ourselves to explore all options and choose the ones that we would like to try out. Before we can get clarity for ourselves on what we truly desire, we need to have an open awareness of all that is possible. And with this, comes a sense of purpose,



excitement and motivation which we can then turn into action. It is like receiving a gift-wrapped present. The anticipation, excitement and motivation to open it are due to the mystery of it.

It is also due to mystery that we put in an enormous amount of effort into the things we do. Imagine that we could know exactly the path that our lives will take. We would know what career we would have, if and when we would get married, when we would move house and when we would die. What sense of purpose and achievement would we have with a life that is known from the outset? How would we relate to one another if we knew that our relationships and their duration were pre-determined? It would certainly create a sense of complacency and boredom in living our lives.

The sense of ambition, determination and therefore effort that we put into our careers, relationships and ourselves stems from the desire to achieve certain outcomes and - together with that - not knowing for certain that the outcomes will be achieved.

Hence the gift of mystery, which allows us to have a sense of purpose that motivates us to go for what we want. It allows us to have the ambition and determination to put in the effort to make it happen and it allows us to feel that excitement of anticipation and not knowing.

So, as coaches, how can we support our clients embracing the gift of mystery when we work with them on achieving certain goals? We know that for our clients, getting clear about what they want helps them to achieve exactly that. So where is the mystery in that?

We know that we can take a road trip from Johannesburg to Durban on a

dark and stormy night – in the midst of a power failure – just by using the car's headlights. We don't have to see the whole way from Johannesburg to Durban but we can get to Durban just by seeing 1 or 2 metres ahead at any point in time.

Similarly with our goals, if we have clarity on the outcome that we desire and we can take it one step at a time, leaving some mystery as to how it will happen, we will still get there. We may have to work really hard on the way and come up against some strong obstacles but we will get through. By embracing the gift of mystery and allowing the journey to unfold, we inevitably reach our destination.

There is a fine tension between having clarity as to the direction we are going in and being able to let go of the need to know every step of the way. It is in this tension that the mystery lies.

We need to be able to let go in order to achieve what we want. We often have great fears, comfort zones and complacency (among others) holding us back. But we can only move forward when we let go of these things, embrace the mystery of 'what's next?' and with that, allow the journey to unfold.

Daphna is the founder of PEAC Solutions - a company that provides a variety of coaching solutions for leadership impact. These include one-on-one Personal & Executive Coaching, Team Coaching, Workshops, Group Facilitation and Motivational Speaking.

Having experienced a major career change herself, from Actuary to Executive Coach, Daphna is passionate about working with leaders to enhance performance and, at the same time, improve quality of life.

Daphna's mission is to keep her clients focused, challenged and inspired on their journey to success! Her website is www.peacsolutions.co.za and she can be contacted on daphna@peacsolutions.co.za or Cell: 082 331 1311

Surveying the SA Scene

By Emma Tyrrell, Chair of COMENSA Research Committee

I'm curious (aren't you?) about how coaching and mentoring is perceived and utilised in South Africa by Joe Blogs, the public and private sector, coaches and mentors.... well, just about everybody really! The question that the research portfolio committee has been pondering is: "How can we find this out, in the most efficient and comprehensive manner?" This information would be such a gift to the COMENSA community, and the coaching and mentoring professions worldwide, including all buyers of such services. Whilst considering the question above, we agreed it would be sensible to conduct two separate surveys, to allow for a comprehensive exploration of data regarding both coaching and mentoring in SA. We will start with a coaching survey in 2010, and then conduct a mentoring survey in 2011, and hopefully continue this on a regular basis, with your help! We hope to launch the coaching survey in February 2010.

To grow the coaching and mentoring industries, to explore and understand factors which could further promote our service excellence, we need to find out how these services are used, to what end, and by whom. As professionals we are clear on what we do and understand the appropriate methods to suit a variety of situations across varying industries. But do our clients, and potential clients share this understanding? In our experience, whilst chatting to clients about coaching and mentoring, there is a high degree of 'education' required initially, before they can really explore the possibilities of these industries in meeting their specific needs.

What information has already been generated in this regard? Chantelle Clayton, a research committee member based in Durban, conducted a small

survey with 10 senior managers and business owners from a variety of industries in her area. She used a qualitative approach to gauge the understanding of coaching, its uses, and potential areas where it could be applied. I'm sure there are many of you who have conducted similar surveys within your niche areas. What did you find out? What are you left still wondering about? We would love to hear from you, so that we can design a fantastic large scale survey for South Africa.

On the international front, the Frank Bresser *Global Coaching Survey* conducted in 2008/09 reported some initial findings about the current state and development of one-to-one business coaching. The South African data from this survey was based on a very small pool of sources, and highlighted the lack of data available (or collated) regarding the South African coaching industry. The American Management Association's coaching survey of their members (local and international), *Current Trends and Future Possibilities 2008-2018*, also had a business coaching focus, however it didn't include data for South Africa.

The Chartered Institute for Personnel and Development (CIPD) based in the UK, has conducted numerous surveys, notably the *Training and Development Survey* in 2004, and their latest report, *Taking the Temperature of Coaching*, completed in August 2009. The respondents tend to be HR practitioners, and the focus is on how coaching is used, with a general overview of the coaching industry in the UK. If you browse most of the international coaching and mentoring membership bodies, you will find various survey reports, mainly focused on gaining information on coaching or mentoring within organisations.

The COMENSA Research Committee

will be referring to all these surveys, to ensure that we build on the fantastic work that others are conducting globally, to create a relevant survey for South Africa. We are also keen to find ways of conducting the survey with coaches, buyers and potential buyers of coaching, ensuring that we address all sectors of coaching.

If you have suggestions or useful information that would influence the design, content or dissemination of such a survey, please feel free to provide the gift of your wisdom to us, so we can ensure that quality dissemination and collection of appropriate data is attained. Key information / tips from you, which would enrich this survey:

- Member organisations, to assist with the dissemination of the survey to members across different industries, e.g. COMENSA (!), Chamber of Commerce, HRCOSA, etc.
- How to reach potential life coaching clients and the 'general public', without spending a fortune on advertising space.
- Specific factors that you think such a survey should address, within the South African context.
- How to reach those who will not be able to answer the survey online.
- Practical services that you are able to volunteer for.

Send your info to emma@thecoachingcentre.co.za. It's all I want for Christmas!



Gifts! – Do you know what yours are?



By Adolph P
Kaestner

As Mentors and Coaches we often have to assist our mentees and clients in identifying their “Gifts”. I find that too many people actually do not know and have not identified their natural / God-given “Gifts” – also known as “Talents”. It amazes me that people will spend all their lives doing things other than where their natural talents/gifts are and wonder why they are unhappy or not as successful as others who do.

Every one of us is born with some or other natural gift and ability to do something so well that we more often than not don't even have to spend time learning the skill – it's just there. For some it may be the ability to sing like a lark, play a musical instrument, paint, be a natural sportsman or athlete. For others it may be a gifted voice for

speaking and training or the gift of being able to sew, knit, bake, do mathematics, listen or tell stories.

Whatever it is -- I have yet to find a person that has no gift or natural talent at all. – We are all blessed with at least one special gift/talent!!!

When I do my *Achieving Personal Excellence Workshops* and or one-on-one Mentoring I spend quite a bit of time working with the people to identify these gifts and talents. Once done it is much easier to assist them in finding their values and purpose. Setting Life and Work Goals, and creating action plans becomes a much easier exercise.

The one thing I have found is that very few (less than 10%) of the people I have worked with are actually working with their Gift /Talent. Once identified almost every one of them would want to and recognise that if they did more of that then they would be happier.

We all know that 75% of our Awake Time (i.e. the 12 of the 16 hours we are awake) is spent working every day and if we are unhappy doing what we are doing then we become very miserable people. However for those of us who

work and use our Gifts and Talents all day long work is more like a hobby and generally we are far happier people. What can be greater than having a hobby and getting paid for it at the same time? It almost sounds illegal to me!

So at this time of the year when Gifts are the talk of the town – why not schedule a session with all your clients – FOR FREE – and do nothing else but identify with them their natural Gifts and Talents. Next year you can explore these with them but rest assured you will have given your Mentees and Coachees the biggest Gift you could possibly give them by helping them identify what their natural Gifts / Talents are.

Adolph is a Professional Speaker, Motivator, Trainer and Mentor. He has been involved with Mentoring for the past 27 years and has implemented Mentoring Programmes, been a Mentee and a Mentor to at least 5 mentees at any one time for the past 20 years. He can be contacted on 011-679-3145 or 082-493-9093 or adolph@adolph.co.za – 24 X 7 X 365. His web sites are www.adolph.co.za and www.mentorzone.co.za.

HEY! Don't Wait for the World to Pass YOU By!

There are so many exciting things happening in the Portfolio Committees and Special Interest Groups right now – watch this space, visit the website and keep your ears close to the ground! Indeed an exciting place to be will be in a Portfolio Committee or Special Interest Group where there is room for YOU to use your special talents to further your interests.

Portfolio Committees

Ethics Portfolio Committee
Marketing & Membership Portfolio Committee
Membership Criteria & Standards of Competence Committee
Research & Definitions Portfolio Committee
Strategic Purpose Portfolio Committee
Supervision Portfolio Committee

Special Interest Groups

Corporate User SIG
Executive Coaching SIG
Mentoring SIG
To find out more about a Portfolio Committee or Special Interest Group, contact COMENSA National Vice President, Harry Welby-Cooke
Email: harrywelbycooke@actioncoach.com

Contribute your articles for publishing in COMENSAnews.

Contact the Editor at marketing@comensa.org.za for more information

Our Greatest Gifts



By Lorna Schofield,
Secretary of
Eastern Cape
Chapter

At a time where gifting can become a shopping list that has to be got through, a proof of love and often a litmus test of our sense how loved and understood we feel through the gifts we receive, it can be time to take stock.

In my work as a coach it is common for me to ask my clients how they take care of themselves, how they gift themselves and this is often met with raised eye brows and eyes rolling upward – suggesting surprise at an entirely new idea.

In my view the greatest gifts are the ones we give ourselves and also those that only later show the jewel hidden amongst the dust balls or the pain of a difficult moment.

Some of the gifts we can give ourselves is truth telling which Christine Caldwell refers to in *Getting our Bodies Back* where we own up to ourselves about the role we play in some of the areas of stuck-ness in our own lives. Naturally truth-telling can be a bit uncomfortable – I view it as similar to the process of a breakthrough after a breakdown, or the discomfort an insect needs to

experience before shedding its skin and showing a new form of beauty.

Another great gift only we can give ourselves is Time - time away from the busyness that is great currency in our world, where it is easy to answer a question on how we are by switching on our mental helicopter blades, that suggest we are ready for take-off at any time. And yes, we can achieve a great deal; but are we enjoying the journey, and what choices do we have to slow down?

I asked a colleague the other day what he thought happens when you stop? He looked quizzical, encouraging an answer. “Nothing,” I said, and therein lies the potential gift. We often think if we stop and slow down, and give ourselves the gift of Time, that we are taking our first step on the marshy precipice, down that slippery slope that we will not be able to retrieve ourselves from.

It is often around busyness that we can engage in some heart-to-heart truth telling about what it is in our egos that requires us to be so busy. So in the spirit of gifting I wish that you give yourselves some rest, renewal and reflection over this deeply spiritual time.

The other great gifts are those hidden in pain, loss and turmoil where we begin to see the strength in ourselves as we lift up our heads and see colour again, instead of that oh-so-everyday, same old grey. Some of the

reading I have done this year has alerted me to the intensity with which death and the denial of death and other forms of loss, penetrate our sense of well-being. Yet within these are gifts that we come to later, and so often the gift is coming back to ourselves, and in the words of T.S. Eliot, as though for the first time, because our eyes are seeing anew.

This time of year holds many of the start of these gifts as it is a time when people spend more, drink more, prove more and decide that another year with their spouse or partner is inconceivable and the clients we see after the dust has settled may spend time in thinking ‘could have, would have, should have’, yet perhaps our support is simply to sit with them in their discomfort and know that the gift of them learning new things about themselves, is perhaps the most and least we give them.

Lorna Schofield is an integral coaching working in East London. New to coaching and about to complete the Professional Coaching Course at UCT’s Centre for Coaching, Lorna is deeply pleased to have given herself the gift of choice and to begin a new career where every day is a blessing and greeted with gratitude for the sense of being on a path that is right for her. It is also at times like writing this that her background as a journalist and editor brings her more joy than she can remember for a long time.

“A great gift only we can give ourselves is Time - time away from the busyness that is great currency in our world” -
Lorna Schofield

Contribute your articles for publishing in COMENSAnews.

Contact the Editor at marketing@comensa.org.za for more information

What's In A Gift?



By Veronica
Stephens

As the Festive Season approaches, we seldom stop to think – what is a gift, what is in a gift?

Simply put – we each have a powerful gift to give those we touch on a daily basis. Each one of us has the ability to use our powers, and the natural gifts of our multiple human intelligences.

Mentally we have the ability to analyze, to reason, to use language – with this intellectual gift we can help others to comprehend and to get their voice of reasoning in return.

Physically our bodies are able to function on their own intelligences – for example, breathing; but our bodies are also closely interlinked with our minds (mentally) and hearts (feelings – emotions) as evidenced by the physiological reactions that we have to certain stimuli – nausea at the sight of something disgusting, a rush of adrenalin when avoiding a near accident.

Emotionally having one's own self-awareness, the ability to have empathy

and to communicate with others in a sensitive manner is a gift that will produce results and success in oneself and which will help us get others to achieve their greatest potential.

Spiritually we have a sense of guidance, our drive for meaning and connection – mentoring is closely related to the ability to provide guidance and leadership for others to shine like a star.

Our greatest gift however, is the freedom to choose. Fundamentally we are our own product of choice – our attitude is our aptitude. Let us then give ourselves the greatest gift of all, to choose the direction we want our lives to go and to empower and influence those around us to be inspired to a sense of their own self worth.

The freedom to choose is also the power to choose between Stimulus and Response outcomes. We can choose how we respond, to every event that impacts on our daily existence. We alone can choose to give ourselves the life we want to live.



ARE YOU UNDER SUPERVISION?

ARE YOU AWARE OF THE BENEFITS OF BEING IN SUPERVISION?

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IF YOU WANT TO KNOW MORE, CONTACT THE CHAIRMAN OF THE SUPERVISION PORTFOLIO COMMITTEE

GARY VILJOEN

gary@humanworks.co.za



For previous issues of COMENSAnews go to www.COMENSA.org.za and select NEWSLETTER ARCHIVES

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Unlocking Gifts



By Tracey Olivier

It is my personal belief that each person I come into contact with is a gift, who needs to be opened and unwrapped with great care and delight. Coaching is a wonderful journey of discovering many different gifts within that person.

It thrills me as each person discovers a strength they never knew they had, the sense of purpose that was hidden underneath the clutter of circumstance, and the excitement of opening up a new potential and then seeing them play with the options.

Sometimes I get to unpack some unwanted gifts with them and get to participate in the working out of putting

them in the proper places or even discarding them if they are harmful.

It amazes me over and over again the glorious uniqueness of each person and how each gifted person is totally different in their packaging, contents and even in the way they open and respond to each discovery.

I found a wonderful quote by Albert Einstein "The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honours the servant and has forgotten the gift."

I am of the very clear conviction that everyone of us has unique giftings that are ours alone. These attributes are what make us who we are and that they should be celebrated. We live in a world that sometimes wants to clone us, we aspire to be just that this or that person, and that is great, but we mustn't lose ourselves in the process. We know intuitively what it is we ought

to do with our lives, but sometimes we just need someone to give us the permission to allow the greatest to be called out of us. We need to be a better "me" and it is possible when we realise the gift of who we are. I love that coaching is a vehicle to unlock and allow people to discover themselves and to embrace themselves as the gifts that they are.

Tracey Olivier is an Entrepreneur, Speaker, Coach and Trainer. She owns e-Fatha Life Skills, based in Pinetown, Durban. Tracey is passionate about living life wholeheartedly and opening up the gifts, talents and purposes of others. She leads a working women's group called WomenWithWisdom through her local church, and facilitates a meeting to encourage Christian small business owners and help them grow their businesses.



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Upcoming Events



KZN Chapter Event

Topic: Fun and Networking Evening

Details: It will be an evening of fun, networking, give aways and getting to know each other. Our Chairman will also briefly outline what to expect from Comensa in 2010.

WHEN: Wednesday 2nd December 2009

WHERE: Calissa Lodge, Raleigh Rd, Westville

TIME: 17h30 for 18h00

COST: R50 for members, R100 for non members

RSVP: Nalisha on nalisha@resultsworkplacecoaching.co.za or tel: 031-3120589



Topic: Ethics

Speakers: Matthew Shelley, National Chair of the COMENSA Ethics Portfolio Committee

WHEN: Wednesday 10th February 2010

WHERE: TBA

TIME: TBA

COST: R75 for members, R120 for non members

RSVP: Judi Hudson 082 459 2470 or judihudson@gmail.com



GLOBAL COACHING COMMUNITY RAINBOW CONVENTION

Date: 10th–15th October 2010



KNOWLEDGE RESOURCES

9th Annual Mentoring and Coaching Conference

DATE: 16th–18th March 2010

Book Review: Umsamo: The New African Business Literacy By Dr VVO Mkhize

Umsamo is not merely a social or managerial philosophy, but also an explicit structure and process for managers and organisations if not also for politicians and social activists. Umsamo is a special and sacred place inside a traditional Zulu hut that is simultaneously an altar and a repository (ithala) of a family's precious items. Umsamo is also a physical manifestation of the interconnectedness and special bond that exists between the living and the dead. The Zulu hut where umsamo is normally found, is part of isibaya (the kraal). Umsamo is seen as a tool for shared direction, purpose and value, productive relationships and performance excellence which goes beyond that of ubuntu-for-the-twenty-first-century companies.

The potential that this book offers, through the concept of umsamo that

underpins it, is to transcend philosophy and value to provide an overarching structure and process, which will form the basis for a subsequent institutionalisation of African management. It is a philosophy that emphasises the meaningful engagement of employees, using each person's strengths to achieve optimal performance and business effectiveness.

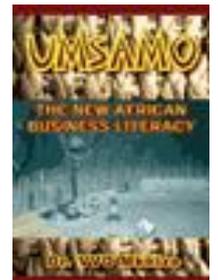
Umsamo emphasises meaning, and creates a sense of family cohesion within the organisation. It seeks to enhance the collective buy-in of employees from an empowered and motivated mindset, and to engender a genuine sense that their input matters. It is about underlining a gender-sensitive leadership style in which both the male (umnumzane) and female (umama), the pillars of the family, share responsibility and lead

from a position of equality and mutual respect. In the twenty-first century we are all global traders, which creates rich opportunities for growth and success. In order to capitalise on these opportunities, however, we must rely more on our own indigenous knowledge and expertise. The global village needs to learn from us, just as we also need to learn from them on a daily basis. We must sell them our "exclusive values", which are guaranteed to inspire them to invest in our country.

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COMENSA is Africa's premier association for individual and corporate providers, buyers and trainers of coaching and mentoring services. Committed to supporting professional and ethical practice, COMENSA is leading the way in research, standards, and coaching and mentoring development as well as connecting the growing network of coaches, mentors and people-developers across Southern Africa.

Our Newsletter will keep you up to date with what is happening in the coaching and mentoring community in South Africa and Internationally.

Please note that the views expressed herein are those of the authors, and not necessarily those of COMENSA.

