



How can this project make a global impact?

Leadership Learning

The Erickson Worldwide Network:

With more than 10,000 graduates since 1996 and dozens of successful Fortune 500 corporate programs, Erickson provides the assurance of working with an organization that has conducted hundreds of successful corporate coach training programs. The Art & Science of Coaching is well established as the leading corporate coach training program worldwide.

The Art & Science of Coaching is offered worldwide in three formats:

- On-site Corporate Programs
- Public Live Programs in 50 cities
- Web-Based Teleclasses worldwide

Online Coach Training:

Long distance training is highly effective. Online programs take place in a teleclass conference call format with synchronized web-based materials. Many corporations favor a mix of live training and online training to accommodate busy schedules and ensure that coaching skills become integrated in the workplace. Online programs start every 90 days with time zones for Europe, North America and Asia. Supported languages include English, Russian, Turkish and Spanish.

Worldwide Head Office:

Erickson Coaching International
2021 Columbia Street, Vancouver BC Canada, V6B 3C9

Call 604 879 5600 Email: info@erickson.edu

The International Coach Federation (ICF) is the accepted governing body of the coaching industry worldwide. It is a global organization dedicated to advancing the coaching profession by setting high standards, providing independent certification and building a worldwide network of credentialed coaches. ICF standards are the benchmark for professional coaches. The ICF provides the only worldwide recognized Coaching Credential. The ICF Credential ensures the public that a coach has committed significant time and resources to achieving excellence.

The Art & Science of Coaching is accredited by the International Coach Federation. To become an Accredited Coach Training Program (ACTP), training organizations submit to ongoing review and continuing oversight by the ICF to demonstrate their commitment to the highest standards of curriculum, the ICF defined core competencies, faculty, structure, proficiency and ethics to support excellence in the training of coaches.

Working with an accredited training program offers an accelerated path for individuals who wish to become professionally certified by the ICF. For coaches in professional practice, ICF certification is viewed as a fundamental mark of credibility. In the corporate setting, many managers also seek coaching certification as a mark of professional excellence.

For full contact info for each training centre visit

www.erickson.edu

Worldwide Training Locations:

Australia	Melbourne Perth Sydney
Brazil	Sao Paulo
Canada	Calgary Edmonton Ottawa Toronto Vancouver
China	Beijing
Czech Republic	Prague
Kazakhstan	Almaty
Kyrgyzstan	Bishkek
Latvia	Riga
Mexico	Mexico City
New Zealand	Auckland
Norway	Oslo
Poland	Krakow
Russia	Chelyabinsk Ekaterinberg Kolumna Krasnoyarsk Moscow Novosibirsk Omsk Samara St. Petersburg Tyumen Voronezh Yaroslavl
Slovakia	Bratislava
Sweden	Stockholm
Tartarstan	Kazan Yulaboga
Turkey	Ankara Antalya Istanbul Izmir
Ukraine	Kiev Dnepropetrovsk Severstopol
UK	London
USA	Seattle Portland San Francisco New York Miami

Leadership Coaching

How can I support my team to produce results at a new level?

The Power of Open-Ended Questions in Business Today

In business, asking a great question is like turning on a tap. The ideas flow, we become curious and we start to think on a new level. The question takes us on a search and the search leads us into new territory. We immediately notice when someone asks us a great question. Every business leader has this ability to ask great questions. Great questions transform business results.

Why don't most questions do this? Most questions can be answered with a yes or no response and thus limit inquiry. The person asking the question may have an unspoken agenda or a judgment which can shut down real reflection. Some questions lead into the past, where choices must be justified or defended. In business, many types of well-intended questions stop the forward movement of an individual or team.

What is the difference between asking questions and telling? Telling people what to do is part of business. Systems and information need to be communicated and procedures need to be understood. However, you cannot tell someone how to be a great manager or business leader. Telling someone how to "do" leadership can lead to confusion or overcompensation. Becoming a great manager or business leader is not a linear process. Telling people what to do won't build great managers or lead to organizational transformation.

How can we shift from expert to partner?

Giving advice comes from the belief that a person does not have what is needed to find a solution on his or her own. This is not the message we want to give to future leaders. Asking a question, on the other hand, naturally engages partnership.

Open-ended questions stimulate inquisitiveness, resourcefulness and deep thinking. Business leaders find their own best solutions when they look into their own individual challenges and opportunities. Great questions create confidence and bring personal achievement to everyday life. Great questions guide leaders toward their deeper purpose and strongest future. Great questions open the door to learning. Most importantly, open-ended questions offer people an opportunity to move past fear and any limiting ideas they may have about themselves. This allows people to come up with their own integral insights and solutions. Open-ended questions build great managers and business leaders.

How can open-ended questions transform an organization? The power of open-ended questions is that they lead to more open-ended questions. In the business setting, open-ended questions create a ripple that can reach far into an

organization. The Art & Science of Coaching, a 16-day program in mastering open-ended questions, has been deployed in dozens of Fortune 500 organizations. Surveys and feedback consistently demonstrate this ripple effect as managers ask open-ended questions, leading to even more open-ended questions throughout each organization.

What are the key abilities of great 21st century managers? First, they recognize that building strong relationships is essential. Business leaders intrinsically understand that trust is the equity of teams. Second, they are skilled at conducting breakthrough conversations that allow teams to bring energy and momentum to a shared project vision. Finally, they understand how to manage accountability effectively, allowing teams to stay focused and make realistic promises. What is at the heart of each of these three key abilities? Mastering the art of asking powerful questions.



Leadership Growth

How can we support our next generation of leaders?

Coaching is now recognized as one of the key components of effective management. Business leaders recognize that building strong team relationships, accelerating solutions and an inclusive leadership style are core elements in high-performance management.

What makes a great leadership learning experience? Think of a time when you had a great learning experience. Perhaps working with a brilliant trainer or collaborating with a leader you respect. We have all experienced learning moments. Our understanding of the world shifts. We gain an entirely new perspective. New paths of action suddenly become clear. What if a program was engineered to provide this level of concentrated learning?

The Art and Science of Coaching is a 4 to 16 day accelerated learning program specifically designed for busy leaders, managers and organizational professionals who want to benefit from proven coaching techniques and structured practice. Participants experience great coaching and learn detailed models and systems that they can immediately integrate into day-to-day business. The program builds a foundation for mastery in the art and science of coaching, assisting managers and teams to operate from a high-performance coaching and leadership model.

The Art & Science of Coaching is a 128-hour program covered in four stand-alone learning modules. The program is accredited by the International Coach Federation, the worldwide governing body of coaching. With more than 10,000 graduates since 1996 and hundreds of

corporate programs, The Art & Science of Coaching is well established as the leading corporate coach-training program worldwide.

This program is ideal for teams and individuals who wish to rapidly reach a high level of coaching capability, and is structured around four fundamental coaching questions. These are explored in four highly-integrated 4-day learning modules:

Module I asks, "What do I want?" and provides mastery in the art of achievement. Learn how to create motivation, energy and momentum. Module I is an ideal stand-alone introductory program.

Module II asks, "How might I get it?" and provides a powerful relationship with strategy, priorities and planning.

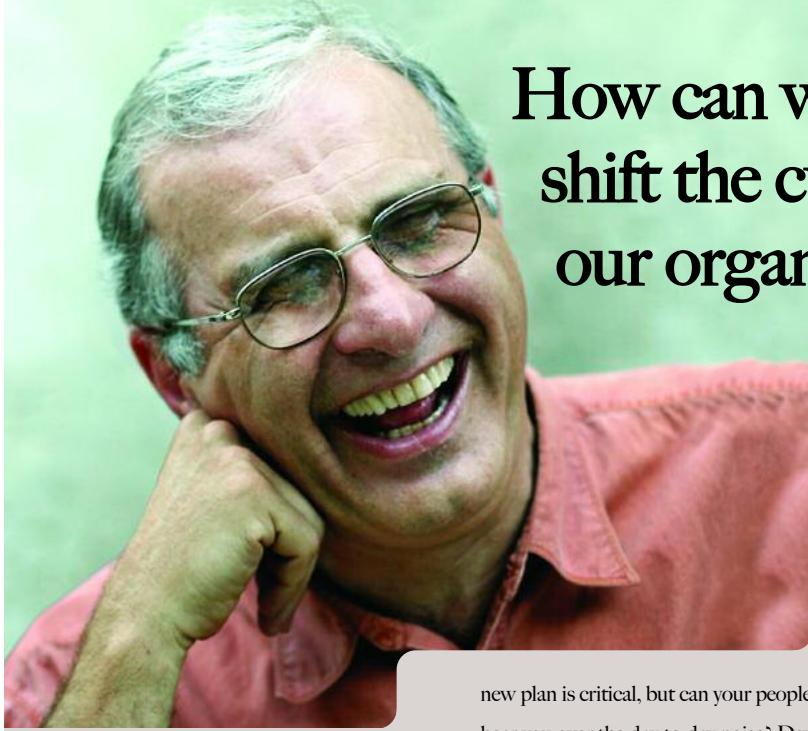
Module III asks, "How will I stay on track?" and offers a domain of commitment, resolving emotions that can block project success.

Module IV asks, "How will I know that I got it?" and develops the art of achievement and long-term career satisfaction.

If you are committed to leadership in your organization, the accelerated success tools in this program are your key resource. This comprehensive program is ideal for business leaders, executives, managers, HR professionals and existing corporate coaches. The program provides in-depth leadership, management and executive coaching skills.

Erickson Coaching International offers an advanced approach to coaching and leadership that is not offered in any other coach-training program worldwide. Effective management begins with strong people skills. The developing science of coaching allows managers and leaders to understand and support ongoing professional development in their team. Business leaders quickly advance their coaching capabilities and learn to facilitate high performance teams. The Art & Science of Coaching is the ideal opportunity to make coaching excellence your next level of mastery.

Leadership Transformation



How can we powerfully shift the culture of our organization?

Organizational transformation is not radical.

Almost every business has experienced some form of transformation in the last 10 years. In the 90's, the idea that technology could transform a business fueled the first widespread cycle of organizational transformation. It is now well accepted that business transformation is part of the business cycle. Business transformation can come from ideas, technology, globalization, the Internet, competition, new business models or even new work habits. Organizational transformation can be divided into two main categories: a shift in the way people work, or an alteration in the business or industry model.

Imagine that you are a new CEO. In the midst of day-to-day challenges, you realize that your organization is falling behind the competitive curve. What are your tools for shifting the organization? **Technology** may be a silver bullet, but how much more can your people integrate?

Reorganization could eliminate duplication and make the organization leaner, but would the stress to the organization be more costly? A key **strategy** is essential, but is critical thinking supported from the bottom up in the organization? A shift in the **business model** may be required, but are your leaders flexible enough to integrate a fundamental adjustment? **Communicating** the

new plan is critical, but can your people even hear you over the day-to-day noise? Developing the next level of **leadership** is key, but how will you accomplish this? Finally, any program will have limited effect unless it is reinforced by regular **coaching** from within the reporting structure. Do your managers have the required skill sets?

Why does organizational change seem difficult?

Why is it that well-executed organizational development programs often have little impact? Veteran leaders understand that change is inherently dangerous. Companies are organized to resist change. Organizational systems and procedures, by their nature, inhibit change. Any process of organizational change will have little impact unless the big picture plan accounts for the overall ecology of change at many levels throughout the organization.

Most leaders are not adapted to the new reality of accelerating organizational change. The business culture of constant interruption and last minute deadlines orients managers to react rather than plan. This makes even approaching change or new thinking seem overwhelming. There is an embedded culture of saying yes to last-minute requests that displaces long-term organizational planning. Without a leadership capability to negotiate and balance competing priorities with realistic promises, little real transformation is possible.

While business transformation is dangerous, not transforming is even more dangerous.

It is easy to assume that the culture of a corporation is static and unchangeable. An attitude pervades that things will never change. The reality is that the culture of a corporation is always evolving. Business in the 21st century is governed by the global acceleration of change. Business transformation is driven externally by new ideas, technology, strategy, business models or market conditions. Most often organizational transformation is a reactive response to a seemingly random external force. However, some business leaders are able to generate business transformation on an ongoing basis. Increasingly, the mandate of leadership is to drive organizational transformation. True leadership is the ability to redefine an organization as required.

This leads to the central paradox of organizational transformation. Real transformation can only take place at an individual level. An organizational transformation always begins with an individual transformation. Transformation begins at the bottom with a shift in the day-to-day patterns of work. Most often, it is accompanied by a shift in language driven by new thinking. Finally, it cannot be mandated externally, but must be communicated through a trusted network of direct reporting.

What is the catalyst for organizational transformation? New thinking can only take place by stepping outside of regular accountabilities and looking at the organization or industry as a process. New thinking is always grounded in the art of inquiry.

Leadership Accountability



How can I bring integrity into every action?

How can we transform our ability to produce results?

We have all had the experience of life when we're frantic and overloaded. We recognize the familiar barrage of constant email and interruptions that scatters our ability to focus. We react, often without thinking. We respond to requests with an automatic yes. Not thinking through consequences, we create even more work for ourselves. Last-minute attempts to "get organized" get dispersed with each new emergency. Finally, we become resigned and begin to believe that nothing will make a difference.

What if you had a breakthrough in your ability to produce results? We have all had an experience of being able to produce a great volume of work in a short period of time. Think of your last big deadline. What if you could turn on that level of productivity anytime, without any last minute stress and panic?

What would a new level of confidence bring to your work? What if you had such a powerful structure of accountability that you could be 100% confident before you even started a project? Think of a time when you made a plan and were so clear on every step of the project that you could see the finished result. What would your work be like if you had that powerful structure of accountability all the time?

What if you could generate peace of mind in the middle of any crisis? We have all had the experience of being peaceful in the face of big challenges. Think of a time when you had a ton of work to do and just did it. No complaint, worry or stress, you just did what you had to do without adding anything.

What are the core work habits of an accomplished professional? What if you had an ability to negotiate and balance competing priorities in order to make realistic promises? What if you were known for your ability to keep your promises?

How can we transform productivity?

Productivity Transformed is a 1-day program that has provided thousands of business leaders with a new ability to produce breakthrough results, simple tools for creating accountability and a new peace of mind in their work. As a result of this program, accomplished professionals consistently report a new confidence in every promise they make.

How can a fresh conversation break through the clutter of everyday life?

Productivity Transformed is a refreshing blend of honest dialogue and ongoing coaching that supports individuals to fundamentally alter their work habits. Program feedback consistently reports that 78% of participants experience a powerful shift in their day-to-day work results after 60 days.

Productivity Transformed is a distinctive approach to breakthrough results, accountability and peace of mind. Productivity Transformed is a complete productivity solution that combines a one day face-to-face training with ongoing coaching and support. Productivity Transformed has been tailored for dozens of organizations from small businesses to Fortune 500 companies.

Productivity Transformed is an essential element in any organizational transformation program. In large organizations, middle managers often miss high-level training and development opportunities. Productivity Transformed is designed to rapidly address this organizational segment. In smaller companies, Productivity Transformed is a quick and cost-effective program for achieving significant results.

"90% of managers squander their time with ineffective activities. They rush from meeting to meeting, constantly checking their email and fighting fires. They thinking they are attending to important matters, but really they are just spinning their wheels."

Harvard Business Review 10-Year 10,000 Person Productivity Study

End Email Addiction: "The average worker's functioning IQ drops 10 points when distracted by ringing phones and incoming email, more than double the 4 point drop seen from smoking marijuana"

HP / University of London, 2005 Study

Leadership Results

How can we master the art of business transformation?

It is no secret; the rate of change in the business world today is accelerating. Inside this new dynamic reality of change, some companies struggle to adapt, while others avoid the challenge of organizational growth altogether. Consider that there is a third type of organization; one that is able to harness the power of business transformation to shift the competitive landscape in its favor. Why do these three types of organizations respond so differently to the challenge and opportunity of organizational transformation? Consider that one of these organizational types has a highly developed capability to engage in breakthrough conversations. Breakthrough conversations power business transformation.

Look at any highly successful business leader, any great manager, any blue chip sales person, any accomplished engineer or acclaimed scientist. You will find a master in the art of conducting breakthrough conversations. Look into any innovative product, any scientific breakthrough or any surge in business performance. Dig deeply, and you will find it all began with a series of breakthrough conversations.

Breakthrough questions have a distinctive signature. What if a comprehensive search were conducted to uncover the everyday questions executives, managers and team leaders use to build relationships, create accountability and drive breakthrough results? What if these conversations could be distilled down to their simplest form and put into a package that anyone could use to produce results instantly?

What if conducting powerful breakthrough conversations were easy? What if this was a simple skill that anyone could learn quickly and master over a period of time? What if everyone in your organization could develop this breakthrough capability? What would your organization look like if everyone had the ability to engage in breakthrough conversations, to generate relationships and work with the highest level of accountability to deliver results?

Welcome to Business Transformed, the leading book on the art of breakthrough conversations and a one day breakthrough program that has been conducted for hundreds of business leaders. The Business Transformed team has worked with large organizations worldwide to develop outstanding leaders and organizational transformation systems. Arrange an initial consultation and begin to master the art of business transformation.



The questions really work, especially the accountability questions. Week by week, I have been challenging my team members and holding them to their promises. It works. I took more from Business Transformed than all the training I have had in my 7 years with American Express.

Carol Johnston, American Express

I now experience the direct correlation between the quality of my questions and the quality of my results.

Michael Palmer, Salesforce.com

Leadership Confidence

Am I ready to step into this leadership role?



Why do accomplished professionals begin the journey of leadership development?

There comes a time when you know you are ready to formally address your future as a leader.

You understand that your developing ability to be a great leader is too precious to trust to on-the-fly learning in the midst of daily accountabilities.

Leadership is isolating. By the very nature of stepping into a leadership role, you often lose the collaborative partnerships that provided support. Colleagues become subordinates. Stakeholder concerns must be addressed. Time becomes limited. Decisions become more difficult. How, in all this, do you find the space to develop your confidence and build your unique leadership style?

What would an authentic leadership partner

bring to my career? Leadership coaching is a discipline that encompasses all aspects of an executive career, from breakthrough results, to difficult accountability conversations, to generating long term career satisfaction. Leadership coaching develops a quality of self-reflection that allows good managers to become great leaders. It calls leadership to the forefront to allow business leaders to discover for themselves how to build success.

How can I best choose an executive development partner?

The Executive Accountability Program offers a premiere leadership-coaching program. Hundreds of business leaders have used this opportunity to achieve outstanding business results, a new level of confidence and accelerated leadership development. The Executive Accountability Program takes place over a 6-month period with weekly accountability and leadership conversations and planning sessions implemented by a team of high-level executive coaches that business leaders trust.

The Business Transformed team is a group of accomplished coaching professionals. They have worked with selected senior managers and executives in companies across North America and Europe, who are committed to their next level of career development. The Business Transformed team also works with high-level entrepreneurs committed to a business breakthrough. Having spent many years challenging business leaders and conducting organizational breakthrough programs, the Business Transformed team is ideally suited to conduct rigorous conversations inside a commitment to produce outstanding results.

Business Transformed offers corporations a flexible on-demand executive development process that provides highly focused productivity and accountability results. Leaders are recognized for their contribution and are invited to step up to a program for breakthrough results. They establish their own set of personal breakthrough goals. By committing to the program, they step into a new domain of recognition and accomplishment and receive unparalleled support to achieve their breakthrough results.

Selected leaders are invited to begin this dynamic program with an initial consultation. Senior HR and professional development leaders are invited to begin this process with a leadership audit.

Leadership Advanced

What is the most powerful model for organizational growth and development?



What is Solution-Focused Coaching?

Solution-Focused Coaching is an advanced coaching model that integrates the profession of coaching with a highly developed body of personal growth technologies. Developed over the past 30 years, it provides a comprehensive approach that assists managers and teams to take action in alignment with their highest individual and corporate vision.

Solution-Focused Coaching assists business leaders to build coaching mastery by practicing and integrating skills at every level of corporate engagement. This coaching leadership approach seamlessly integrates into day-to-day business conversations, creating motivation, team alignment, confidence and effective long-term thinking. Fundamentally, this coaching methodology creates a shift in business perspective that opens new opportunities and paths of action.

What if you and your team already had all the required resources for breakthrough results?

Solution-Focused Coaching provides a new alignment between work and core values that expands creativity, strategy and innovation. Solution-Focused Coaching integrates the standards of the professional coaching industry, as defined by the International Coach Federation, with the most established and respected transformational technologies of the past 30 years, into a single unified model of accelerated business effectiveness which includes: Ericksonian Coaching, Neuro-linguistics, 3-Brain Coaching, Whiteboard Thinking and 4-Quadrant Learning.

First recognized in the 1960's, **Ericksonian Coaching** is a foundation of true respect on which to build authentic leadership skills, and provides a framework to trust in the process of leadership development. In this comprehensive model, individuals may face challenges and opportunities and are always honored.

Neuro-linguistics is an advanced model of personal transformation that is seamlessly integrated into the Solution-Focused Coaching approach.

"Neuro-linguistics is the most powerful vehicle for personal change today." Psychology Today.

Recently, MIR research on the reptilian, mammalian and visual regions of the brain has fundamentally altered the science of coaching. The **3-Brain Coaching** model allows managers to quickly resolve objections and emotions that can block high-performance results. **Whiteboard Thinking** is a simple set of tools that managers can use to develop the higher-brain visual capabilities for accelerated planning.

Training begins with simple coaching practices that build into coaching systems and finally expand into a highly-integrated coaching model. This refined process, known as

4-Quadrant Learning, is a holographic learning model that quickly develops mastery in both the art and science of coaching.

Why is the Erickson Coach training model so effective? What is the difference between talking about a great meal and eating a great meal? Move from knowing about coaching to the experience of being an effective coach. Learn by doing. Managers leave the program with a solid foundation of experience at being a great coach. Deep learning takes place when participants are immersed in hands-on training that allows them to practice coaching. Breaks between each of the four modules allow for further practice and integration.

Participants leave the program with a deep understanding of the science of coaching, how the brain works, how to increase motivation and how to coach effectively to realize goals. Managers gain the skills to be an outstanding coach and accelerate other people's success.

Learning how to weave powerful coaching questions into everyday conversations builds the foundation for a flexible and dynamic leader. This kind of on-the-ground learning provides a new level of understanding and confidence.

This comprehensive approach includes a detailed 300-page program binder. Coaching exercises and practice use a triad structure in which the coach, subject and observer, all support the learning process with respectful feedback.