

Insight on Coaching

Coaching for Reinvention Transcript

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Ubiquis Reporting

Time	Speaker	Transcript
00:28	Tom Floyd	<p>Hello, everyone and welcome to Inside on Coaching.</p> <p>Insight on Coaching explores the many facets, flavors and sides of the emerging professional coaching field.</p> <p>I'm Tom Floyd; I'm the CEO of Inside Educational Consulting and your host for today's show.</p> <p>Well, this week our topic is Coaching for Reinvention.</p> <p>With the new year upon us, this is often the time of year when many of us think about changes that we would like to make in ourselves and our careers and even in our lives in the year that looms ahead.</p> <p>Well, in this show, we're going to talk about how you can reinvent yourself within your career, the steps you can take and, of course, how coaches can help.</p> <p>We will explore the reasons why people change careers or industries.</p> <p>We will discuss the factors that can prompt job changes within a career industry.</p> <p>We will also learn about some of the best ways to find a career that can make you truly happy.</p> <p>With me to explore this topic are four guests, and let me give you a quick overview of who we have with us on our show today.</p> <p>Our first guest, Michael Arthur, is a Professor of Management at Suffolk University.</p> <p>Michael is an originator and principal advocate of the notion of "boundary-less careers."</p> <p>He is a developer of the "intelligent career card sort[®]" (ICCS[®]), a career exploration exercise built by an international consortium of management school professors, and is a co-author of two books, <i>The New Careers</i> and <i>Knowledge at Work</i>.</p> <p>In 2007, Michael also received the Academy of Management's Everett Hughes Award for lifetime achievement in the field of Career Studies.</p> <p>Welcome to the show, Michael.</p>
01:55	Michael Arthur	Thank you.

Time	Speaker	Transcript
01:57	Tom Floyd	<p>Our next guest, Linda Clark Borre, is a creativity coach who advises professionals inside and outside the corporate framework.</p> <p>She helps people design, structure, and carry out their plans, resulting in breakthrough changes in their attitudes, lives and careers.</p> <p>Linda has served as a Special Training Consultant for the Ray Graham Association for People with Disabilities, and has also assisted with projects at the Holocaust Memorial Foundation of Illinois.</p> <p>She is the author of two books, <i>Hard Poetry: A Family of Children</i> and <i>From Inspiration to Implementation: The Art of Making Ideas Fly</i>.</p> <p>Welcome to the show, Linda.</p>
02:31	Linda Clark Borre	<p>Good to be here, Tom.</p>
02:32	Tom Floyd	<p>Our next guest, Pamela Mitchell, is the founder and CEO of The Reinvention Institute, Inc., a dynamic organization devoted to individual and business transformation.</p> <p>Pamela is a noted career reinvention expert and in-demand speaker who has appeared on the <i>Today Show</i> and been quoted in top media publications including the <i>Wall Street Journal</i>, <i>More</i>, and <i>Black Enterprise</i>.</p> <p>She writes a popular column on women in business for Inc.com, the website of <i>Inc.</i> magazine, and her areas of expertise are career change, job search, employee reinvention as a corporate retention strategy, and women in business.</p> <p>Welcome to the show, Pamela.</p>
03:09	Pamela Mitchell	<p>Glad to be here, Tom.</p>

Time	Speaker	Transcript
03:11	Tom Floyd	<p>Our fourth guest, Watt Nicoll, is a celebrity motivational speaker who coined the concept of “Personal Re-Invention.</p> <p>Through his firm Watt Nicoll Associates, Watt has advised many of the world's leading business leaders, from corporations such as Coca Cola, Heinz and Johnson & Johnson, to celebrity personalities including David Beckham and Sir Tom Farmer.</p> <p>In 1997, Watt was evaluated by his peer group as “the top motivational speaker in the world” at the ITC Conference in Reno, NV.</p> <p>He is also the author of the triple print self help book <i>Twisted Knickers & Stolen Scones</i>.</p> <p>Welcome to the show, Watt.</p>
03:47	Watt Nicoll	<p>It is very enjoyable just listening to you talking here, Tom. I’m looking forward to it.</p>
03:51	Tom Floyd	<p>Excellent. To get us started, as we always do, let me share some information that our research team pulled together to set the stage.</p> <ul style="list-style-type: none"> ● According the National Longitudinal Survey of Youth, the average number of job changes is about 10 jobs for workers between ages 18 and 38. ● In terms of how many times the average worker change careers, the U.S. Department of Labor says that statistically speaking, no one really knows either the career change motivation or the number of times one changes careers over a life time. One career change idea commonly attributed to the Department of Labor is that people change careers about ● Additionally, CareerBuilder.com just released the results of its latest survey last week, on January 2nd. The survey was conducted by Harris Interactive, tracking projected job trends for 2008 in its “2008 Job Forecast” survey, which is based on the responses of more than 3,000 hiring managers and HR professionals in major private-sector companies. According to the survey results: <ul style="list-style-type: none"> ● 25 percent of surveyed workers plan to change jobs within the next two years. ● 41 percent are leaving their jobs to find a position with better pay and/or career advancement opportunities. ● 8 percent are changing careers; 7 percent say they want to find a company where they would feel appreciated; 7 percent are retiring; and 5

Time	Speaker	Transcript
		<p>percent plan to start their own business</p> <ul style="list-style-type: none"> ● CareerBuilder.com also revealed the top reasons why people change careers and what factors prompt job changes. Among these reasons: <ul style="list-style-type: none"> ● 80% said bigger paychecks ● Others cited flexible work arrangements ● Perks and benefits was another reason, and on a side note nearly 1 in 5 companies surveyed or 20% indicated they plan to offer more comprehensive or better health benefits to employees in 2008, and 10% plan to enhance or add perks such as bonuses, discounts, company cars, stock options, free childcare, educational reimbursement, transit passes and wellness programs in order to remain competitive in attracting and keeping workers. ● More promotions and career advance opportunities. More than half of the respondents stated that a company's ability to offer career advancement is more important than salary, so employers are taking action to carve out career paths for employees. <p>Well, Michael, I would like to start with you, a big-picture question.</p> <p>In terms of how often people are changing careers and why they're changing careers, how is some of this data landing on you so far?</p>
06:40	Michael Arthur	<p>Well, as I think you mentioned, it's really hard to get good data, Tom. It feels pretty typical.</p> <p>I sort of poked away at this kind of data ten years ago fairly deeply. You can quickly shudder some old myths.</p> <p>The Japanese salary man was supposed to be a standard, but it turned out that Japanese workers changed employers every eight years.</p> <p>We've seen the shift of the global knowledge economy and the much more rapid and more temporary job arrangements that have resulted from that. That kind of data doesn't surprise me.</p> <p>I was slightly surprised that people weren't talking more about learning when they were talking about why they changed jobs.</p> <p>That surprised me a little bit in the recent CareerBuilder data.</p>

Time	Speaker	Transcript
07:28	Tom Floyd	<p>Well, I have to say I have that same thought as well.</p> <p>Particularly, I'm a little biased since training is one of the things that my company does and certainly one of the things that I do for a living as well.</p> <p>I had kind of expected to hear more about that too.</p> <p>Is that something in your experience that you do typically hear a lot, that training and education really is something that people are looking for in terms of really being able to advance their careers and stay satisfied?</p>
07:57	Michael Arthur	<p>Well, it is a knowledge economy.</p> <p>There's a fairly straight forward logic that says if people want to stay in the game and have enjoyable, satisfying careers, then the primary interest ought to be in accumulating new learning that is going to be helpful in terms of their careers ahead.</p> <p>It's a different concept from the old one that said to trust your organization and let them know what is best for you.</p>
08:27	Tom Floyd	<p>What are some of the general career trends or predictions that you personally see for 2008?</p>
08:35	Michael Arthur	<p>For 2008?</p>
08:36	Tom Floyd	<p>Yes.</p>

Time	Speaker	Transcript
08:36	Michael Arthur	<p>Oh, my...some pressure on employment, but I'm hazarding here.</p> <p>The big picture is pretty clear that there's pressures on the global economy.</p> <p>There's pressures on the job change and the expectations of how we do our work are going to continue to change.</p> <p>The world belongs to people who are ready to learn, ready to adapt, ready to go with the flow and benefit from the flow rather than those that want to hold onto the same kind of work they were doing a few years ago.</p>
09:09	Pamela Mitchell	Tom, this is Pamela.
09:10	Tom Floyd	Yes.
09:11	Pamela Mitchell	<p>I actually have something to say around the data.</p> <p>It would be interesting to know what level the people were that were surveyed.</p> <p>I think what Michael is talking about in terms of knowledge and the desire to continue to develop that way is absolutely a new trend.</p> <p>I wonder if the issue around money is something that is tied to level.</p> <p>What I have found in working with people who look to reinvent their careers, which is what we do, is that once you hit a certain level, it's almost like Maslow's Hierarchy of Needs that once you hit a certain point in your career, it's no longer about getting the higher salary.</p> <p>It's more about acquiring knowledge and increased job satisfaction.</p>

Time	Speaker	Transcript
09:59	Tom Floyd	<p>Would you say that that happens more, let's say, as someone who has been in their career for 10 years, 15 years?</p> <p>Perhaps, they're at a senior management level by then or an executive level or something like that?</p> <p>Is that really where things like more education and things like that become more important in your experience?</p>
10:19	Pamela Mitchell	<p>Well, in my experience, certainly people who are at that stage have those concerns.</p> <p>We see people who are as young into their careers as five years.</p> <p>That's a concern for them as well.</p> <p>I think, mostly because of what Michael was talking about in terms of this new trend, that particular generation understands that it is no longer about specializing in one particular job.</p> <p>It is about acquiring a certain amount of knowledge.</p> <p>As I say, reinvention is the new form of job security because you have industries that come and disappear within, say, a 15-year span.</p> <p>That generation really understands that the ability to acquire knowledge, skills and talents that allow them to transition between different industries or even different roles within the same industry is the way to continue to develop and have good job prospects within their future.</p>

Time	Speaker	Transcript
11:14	Tom Floyd	<p>I'm consistently amazed on the show. Over the few years that we've done the show, this has come up so many times, the differing needs of the different generations in the workplace.</p> <p>One of the things that we have consistently heard is particularly with the Millennial generation with a lot of folks who are just entering the workforce, it's that money isn't necessarily the huge motivation there as well.</p> <p>It's career development.</p> <p>It's flexibility.</p> <p>It's creativity.</p> <p>It's excitement.</p> <p>It's all of those things.</p> <p>Has that been some of your observations also?</p>
11:50	Pamela Mitchell	<p>Absolutely, without a doubt.</p> <p>Of course, people who come to us, to the Reinvention Institute, are looking to have a change.</p> <p>Those people who come who really just want to have it be about the money, we find—we actually surveyed probably about 350 professionals, about 70 percent of whom had successfully reinvented their careers.</p> <p>We found that people who put money as their top reason for wanting to make a change were actually less successful in making these types of career shifts and changes than those who were seeking other things like more satisfaction, knowledge and passion.</p>
12:30	Tom Floyd	<p>Another question that I'm curious to ask, because this has come up on previous shows as well, is that one of your areas of expertise is women in business.</p>
12:40	Pamela Mitchell	<p>Yes.</p>

Time	Speaker	Transcript
12:41	Tom Floyd	<p>Can you talk to us about the role that gender plays in personal or career goal setting or, more importantly, personal or career reinvention?</p> <p>Are you finding that women and men typically have the same or different goals?</p>
12:57	Pamela Mitchell	<p>I give these talks around the country, and I have to say that in our audience and in the individual clients that we work with, men and women are pretty much the same in wanting that level of satisfaction and passion around their careers.</p> <p>We really haven't found it to be any different.</p> <p>It really depends also on you, the mounting aspect and terms of supporting a family.</p> <p>Sometimes we find, if the man is the primary bread-winner, that he becomes a little bit more concerned about that aspect.</p> <p>Then in today's world, we also have women who are primary bread-winners or supporting. Then they have the same concerns.</p> <p>So I really don't find it to be too much of a difference in terms of that type of reinvention process.</p>
13:51	Tom Floyd	<p>Got it. Okay, Watt, I would like to turn to you next.</p> <p>You pretty much coined the concept of personal reinvention.</p> <p>Can you tell us a little bit more about what personal reinvention is from your perspective?</p>

Time	Speaker	Transcript
14:04	Watt Nicoll	<p>[Unintelligible] don't I give you [unintelligible] first of all, as I set out to study veterinary medicine.</p> <p>Two years into it, I realized it's not for me.</p> <p>I moved on to study psychology, again thought it's not for me.</p> <p>I went out and did a few other medial things that I enjoyed for a short while and continually changed.</p> <p>I used to anchor a TV show in Scotland.</p> <p>I never even thought, "wow, when you've arrived, boy, you've really done it," at an early age.</p> <p>Then I thought, "now I'm not comfortable with it."</p> <p>It was something that was frowned upon. I was looked upon as unstable.</p> <p>Now I suddenly find that the ability to admit, to have the courage to say, "I'm not getting everything I want out of what I'm doing with my life" is a skill that people want to acquire.</p> <p>I speak to the legal profession, for instance, on a regular basis and find that a percentage of them are miserable.</p> <p>They say, "if we had known it was going to be like this, we would have never gone down that road." I say, "well, okay, change. Change."</p> <p>And they go, "oh, but I've got a mortgage and I drive a nice car," and whatnot.</p> <p>I say, "you're going to be miserable for the next 40 years of your life."</p> <p>I think really that all I did was point out to people that they do have this change available to them.</p> <p>I think that in the past, our fore fathers, certainly my predecessors, two jobs in a lifetime, you were considered on a shaky peg.</p> <p>Now if you can stay in the same employment for three years, you're now looked upon as being a rather dull boy.</p>

Time	Speaker	Transcript
15:50	Tom Floyd	<p>It sounds like that in the past, it was almost taboo to really talk about or even think of reinventing yourself or reinventing your career, changing careers, but that is not the case today. It's very much the opposite.</p> <p>From what you're saying, it's almost as if you've got somebody who has been in a job for five or eight years, some could look at that now and say, "wow, why have you been doing that for some long?"</p>
16:15	Watt Nicoll	<p>Absolutely, it's stagnant.</p> <p>Let me say immediately from my direction, because I've been listening to the others, especially to Pamela there.</p> <p>My approach to reinvention has very seldom to do with any kind of technical coaching but rather to take it pretty much back to parenting and say I think the prime purpose of good parenting is to make the child capable of standing on their own feet.</p> <p>I always take it from the person as opposed to the professional and say, "look, search deep within yourself and understand that until you find yourself and put your hand up and say you want the fresh, totally original you that has ever lived, then what's going to light your lights up? What's going to make you comfortable and excited with each working day when you wake up? What's going to provide all of these things for you?"</p> <p>It's got to provide the financial background as well, but that's only one part of it.</p> <p>Once they get to grips with that, all of these other things, a lifetime learning—I have got to say Michael has spoke on lifetime learning is something that should be in our nature.</p> <p>We should be curious and we should be continually reaching for more.</p> <p>I think it's the person finding themselves that's important in saying, "I am going to admit, I am not happy in my career. I am not happy in my life."</p> <p>Very, very often you have nothing other to deal with other than if have—if they admit to the discomfort and they have a vision of what would be better, then they will change.</p> <p>People are going to change when they're comfortable.</p>

Time	Speaker	Transcript
17:58	Tom Floyd	<p>I would think also that without having a passion for it, that you wouldn't really be motivated to do it.</p> <p>You have to feel like, "I want to make this change," versus, "oh, yeah, I'm not sure," and you're kind of stammering.</p> <p>That totally makes sense that really finding that passion would be the driver behind a lot of reinvention work.</p> <p>Another question that I wanted to ask is in the work that you do, how is working with a business executive or leader different from working with a celebrity like David Beckham?</p>

Time	Speaker	Transcript
18:35	Watt Nicoll	<p>Again, as I say, I would never speak to either one of—Tiger Woods, for instance, I would never tell him how to play golf. I talk to him as a person who happens to play golf.</p> <p>If I would be speaking to a business person, it's the person I'm talking to. The nature of his business is really unimportant to me. That's his area of expertise.</p> <p>I think that if I were to criticize this industry I've seen growing of coaching and training of the people, I've always felt that the one area that I was just a bit concerned about is that fairly often there's a dependence created.</p> <p>The person becomes dependent on the coach. My countryman, a young tennis player [unintelligible] and he's just had a big result in the sport field, and it's all been attributed to his coaches.</p> <p>Now, that's lovely to be recognized, a background boy being recognized, but I still think good parenting should really be what comes through all coaching and training.</p> <p>Make the person capable of making decisions for themselves, listening to advice but making their own decisions.</p> <p>I think that if we get that one in place, most people, if they will look in their heart, will say, "what, in a perfect world, would you be doing?"</p> <p>Then say, "alas, we don't live in a perfect world." "Now we know what you would like, let's see how you can change your world. What touches you as a person?" Usually they come up with the answers.</p> <p>I think the mistake that we tend to make as coaches and trainers is to try and provide answers.</p> <p>Everybody knows the question themselves they need the answer for. Deep down inside themselves, they know the answer, "do I really want to do this?" "Not really but it seems the best option available at the moment."</p> <p>That's not good enough.</p> <p>They have to dig deep, and sometimes then they will be prepared to take the rocky road to wherever it is that they really, in their heart, wish to go to.</p>
20:46	Pamela Mitchell	This is Pamela. I actually agree.

Time	Speaker	Transcript
20:46	Tom Floyd	<p>Regardless if they're in the public eye or a celebrity or not, it's really coming down to talking to them as a human being and really finding out what that passion is and what their drivers are and what are some of the things that they want to do.</p> <p>Linda, I wanted to loop you in on the conversation.</p> <p>What are your thoughts so far? Anything that you would add?</p>

Time	Speaker	Transcript
21:07	Linda Clark Borre	<p>I have many. I have been kind of holding back.</p> <p>I completely concur with what Watt just said.</p> <p>I also add to the Career Builder's survey and say that another reason that I find people coming in for help with reinvention is a feeling that almost goes beyond depression.</p> <p>The reason I describe it that way is because you couldn't really characterize it as depression as a clinical illness as much as a feeling of malaise about what one is doing in the world.</p> <p>I think that that sense of deadness, that feeling that there's no meaning to what's being done through one's work, is a major factor behind people needing a reinventive intervention.</p> <p>Organizations are expert at developing themselves.</p> <p>No matter how many career tracks they establish, they are concerned about themselves. They are not really concerned with the individual.</p> <p>Sooner or later in one's career, people tend to pick up on that.</p> <p>They realize that they may have a nice title on their card, but they themselves don't have a sense that they're useful in their own environment or optimally useful.</p> <p>I think of a great Lewis Thomas, he wrote <i>Lives of a Cell</i>. He was a great author and philosopher.</p> <p>When he was dying, Roger Rosenblatt from the New York Times went in to interview him. He asked him if there was an art to dying.</p> <p>Thomas replied that, "no, there is an art to living."</p> <p>He felt that each of us really need to have a strong sense of the areas in life where we were useful, even uniquely so and that once we had a grasp of that, then we had something greater than any other kinds of knowledge or material goods.</p>

Time	Speaker	Transcript
23:02	Tom Floyd	<p>I literally just got goosebumps at some of the things that you just said.</p> <p>It seems like there's times where I'll talk to somebody in the line of work that we do or even if it's just an acquaintance that you meet at a party or something like that.</p> <p>A lot of people—I shouldn't say a lot. I have noticed more people seem like they do kind of have that dead feeling inside.</p> <p>You kind of talk to them about what's going on in their lives and their careers and home and all of that, and they kind of have that monotone or that, "yeah, everything is fine."</p> <p>It's almost like they're in robot, Stepford Wife mode, so to speak.</p> <p>Is that something, the work that you do as a coach, that you're seeing that's on the rise as you're talking with people? Do they have that—</p>

Time	Speaker	Transcript
23:39	Linda Clark Borre	<p>I am.</p> <p>They have simply forgotten who they are.</p> <p>From the time we're little—this ties in with what everybody has been saying so far; from the time we're small, our natures have been revealing themselves.</p> <p>They're all unique; they're all special.</p> <p>Through time, we are influenced by a lot of other people, some teachers.</p> <p>We become bound by certain responsibilities, and it's easy to quelch that essence.</p> <p>It's very easy to do unless you simply make a decision that that essence needs to breathe. It's an incredible feeling.</p> <p>I'll tell you, I have seen people who have made a decision to leave a corporate job and actually did it and came back to me saying that they felt invigorated, that that was the one thing they had been terrified to do because they were cutting themselves off from the umbilical cord of a steady paycheck, a sure thing, at least for the next three months or however long their security cycle is in their given institution.</p> <p>They come back and they say, "now I'm free, I'm myself. I don't define myself by what's on my business card."</p> <p>I think, in past generations, there was a tendency to identify yourself with what your role was in society.</p> <p>The fact is that we're each capable of many roles in society.</p> <p>Our most important ones may or may not be in sync with what we do to earn a living.</p>
25:11	Watt Nicoll	<p>[unintelligible] look forward that this satisfaction need not necessarily be on the [unintelligible].</p> <p>I say this regularly to people, "if that's what you do there in the box and what you do with the box now might be the thing that brings you the pleasure. Don't go in over your head down there in the box because it's an essential part of the pleasure part."</p>

Time	Speaker	Transcript
25:36	Tom Floyd	<p>I hate to interrupt, but I'm hearing the music for our first commercial break.</p> <p>Let's go ahead and go on pause.</p> <p>Stay tuned, everyone, more from Inside on Coaching when we return.</p>
28:12	Tom Floyd	<p>Welcome back to Inside on Coaching, I'm Tom Floyd.</p> <p>Today our topic is Coaching for Reinvention.</p> <p>With me are Michael Arthur, Professor of Management at Suffolk University, Linda Clark Borre, Creative Coach and Author of <i>From Inspiration to Implementation, the Art of Making Ideas Fly</i>, Pamela Mitchell, Founder and CEO of the Reinvention Institute, and Watt Nicoll, Motivational Speaker and Reinvention Expert.</p> <p>In this segment of the show, I would like to focus on the challenges that prevent people from reinventing their careers or themselves.</p> <p>Some more data to quickly set the stage, there's a Career Expert survey and a Reinventing Yourself survey that was published in April 2007, by Wisconsin Women Magazine, cite the value of research when reinventing careers.</p> <ul style="list-style-type: none"> ● By researching options, you can lay out what steps the change will require. Two key concepts in career change are planning and fear. Many people have a hard time imagining that a career change is possible. ● According to another survey of 350 professionals by The Reinvention Institute, a Miami-based professional coaching firm, the perceived barriers to career reinvention most cited were lack of knowledge (26.5%); scarce financial resources (21.4%); and a scarcity of contacts (18.9%). Creating a plan about what steps you actually have to go through can make it seem much more possible. <p>Michael, I would like to start with you.</p> <p>From your perspective, why do many people have a hard time imagining that a career change is possible?</p>

Time	Speaker	Transcript
29:44	Michael Arthur	<p>We spent 100 years encouraging them not to, that's the short answer.</p> <p>The sort of organization society we've built and as what Watt referred to is parents' generation, my parents' generation, we were socialized to think it was a good idea to let the organization know best and get on with what we were asked to do.</p> <p>It's hard work to really turn that around and get people to claim more responsibility for their own careers.</p> <p>Frankly, we've got a legacy in employment law and in the employment tradition that doesn't always help us to achieve what we want to achieve.</p>
30:21	Tom Floyd	<p>It's almost like we've been conditioned or brainwashed, so to speak that you don't rock the boat, you don't even think about it.</p> <p>It's because of that that helps instill some of that fear, so to speak.</p>
30:34	Michael Arthur	<p>It's not just a psychological thing, it's the way we've lived.</p> <p>It's through the way society has worked.</p> <p>It's the way we have pursued security for society's members.</p> <p>It's not just about helping the person. Some of the problems are bigger than that.</p>
30:49	Linda Clark Borre	<p>This is Linda. I have to make a comment about that.</p> <p>I think he's exactly right.</p> <p>We're a nation of individualists that have come to rely upon organizations to keep us stable.</p>

Time	Speaker	Transcript
31:01	Watt Nicoll	<p>This is Watt again. I'm 72 now, and I'm speaking to—I gather an American audience here.</p> <p>It's taken me 72 years to get to speak to Americans to get to where they were speaking the day they were born.</p> <p>I think the American people are very, very highly motivated to believe in the dream.</p> <p>You walk outside America, you'll find it can take a long, long time just to get people to listen.</p> <p>When I come over to America, I'm overwhelmed by the eagerness and willingness just to believe in themselves.</p> <p>I'm most envious of the American attitude towards it.</p>
31:45	Pamela Mitchell	<p>I agree with you, Watt, on that, this is Pamela.</p> <p>Before I went through this reinvention and started the institute, I actually used to negotiate international joint ventures and licensing deals.</p> <p>I used to deal with many different cultures and their attitudes towards change and things like that.</p> <p>I do think that Americans are unique in that we believe in self-determination.</p> <p>But I also agree with what Michael and Linda are saying is that even though we have this openness and this eagerness around the self-determination piece, we still have been trained as a society to look to the government, to look to organizations to handle the "security" piece.</p> <p>One of the biggest issues, when people come to us, that they need to deal with was their security, how they are going to handle that piece, which is a very realistic piece when you're looking to reinvent your career.</p>

Time	Speaker	Transcript
32:45	Tom Floyd	<p>I would almost say in America too, it's regional in some cases.</p> <p>I live in Silicon Valley in San Jose, California.</p> <p>Here there are a lot more people, at least I feel like there are or maybe they're just more public about it, who own their own businesses, who are independent consultants or contractors in various fields, whether it's professional services or engineering or whatever the deal is.</p> <p>I remember when I first went out on my own, when I left the company that I worked for and decided, "hey, I want to start my own business, I want to be a consultant"—I mean, when I talked about that with friends and family back east, particularly my family—I remember my mom who is almost 70 saying, "oh, my God, that's the scariest thing. How are you going to support yourself? How are you going to do that? Why would you leave the company?"</p> <p>I mean, it was more of a fear around that.</p> <p>Yet here I could say that to somebody in Silicon Valley and it's, like, "oh, yeah, there's a million people out there who could do it. Good for you."</p> <p>Does anybody else feel like it's almost regionalized within America too? It really depends on the area?</p>
33:49	Pamela Mitchell	This is Pamela. I think it's regionalized but driven by industry. The reason I think Silicon Valley—
33:55	Tom Floyd	That's really a good point because high-tech is so big here.
33:58	Pamela Mitchell	—has that is because of the technology industry, which technology as an industry is built upon cycles of change.
34:06	Tom Floyd	Yes.

Time	Speaker	Transcript
34:06	Linda Clark Borre	<p>What we're talking about here is really the leap of faith, which is what I call the leap between inspiration and implementation.</p> <p>Also, the idea of self-reinvention is such a beautiful concept, who wouldn't love it?</p> <p>I totally agree with Watt. America, it's born and bred in our souls to want to be pioneers and independent.</p> <p>Unfortunately, there is that drive for security. In many ways, it's easier to allow oneself to be under the wing of a corporate environment.</p> <p>With that said, I also think that many of us just eventually feel a compulsion that can't be denied anymore.</p> <p>I think that the motivation of a person willing to go through the pain of growth is as important as the person who seeks the benefit of liberation.</p>
34:59	Watt Nicoll	<p>That liberation that you talk about there is accepting, "if it's to be, it's up to me." It's accepting that it's—</p>
35:07	Linda Clark Borre	<p>Yes.</p>
35:08	Watt Nicoll	<p>—up to themselves; whereas, if it's industry driven, they're never really in control of their own destiny.</p>
35:13	Linda Clark Borre	<p>Precisely.</p>
35:13	Watt Nicoll	<p>I think that's what creates this deep down feeling of lack of fulfillment and, "I'm not really, really my own person."</p> <p>I have a lovely, lovely story about—Tom, you asked me about the difference between business and sports people.</p>
35:34	Tom Floyd	<p>Yes.</p>

Time	Speaker	Transcript
35:34	Watt Nicoll	<p>One client of mine who was a Formula-1 driver had a little bit of a tango with the great and mighty Michael Schumacher.</p> <p>Michael Schumacher apparently was a little bit naughty in a time.</p> <p>My client went in and said, “why did you do that? You did something there you didn’t have to do? You’re probably the greatest driver who has ever lived. You’re a billionaire. You’re the world champion. You’ve got everything. Why did you do that?”</p> <p>Michael Schumacher very calmly said to him, “well, it just told me what your desire in life would be, to be the great driver and very wealthy and a household name. But none of these things really mean very much to me. I’m only the world champion really because of the inadequacy of the opposition. I never wanted to be a millionaire particularly. I was wealthy before I started. No. My goal in life is to be the best Michael Schumacher I can be, and you got in my way.”</p> <p>When I had that repeated to me, I thought that’s just a man who knows what he wants to do and is willing to do whatever it takes to get it, and he feels incredibly fulfilled.</p> <p>I have spoken to Michael since then. Y</p> <p>ou just have to be in the man’s company to know he enjoys every moment of every day.</p> <p>He sees it as a challenge he has agreed to meet and is enjoying meeting the challenge.</p> <p>I think that that if we can awaken that in a person, that’s the very essence of reinvention.</p>
37:13	Michael Arthur	<p>So can we trample on people along the way, Watt? I mean, is that what Michael did or was he behaving [unintelligible] a little competitive or what?</p>

Time	Speaker	Transcript
37:20	Watt Nicoll	<p>I don't mean he was ruthless. I mean that he was prepared.</p> <p>In the early days, prepared to do a lot of things that were probably repetitious, boring and not a great deal of fun.</p> <p>He had his eye fixed on what he wanted out of life, and he's achieving it.</p> <p>I don't think he's achieved it yet.</p> <p>He would be first to say, "no, I'm only halfway down the road." But he is achieving it.</p> <p>I find this with some business people too that they had the courage to say, "no, I'm not. I'm not going to do that for the security that my employer is offering me. I'm going to go into an insecure area for a while because I believe in myself that I will come through a stronger and bigger and better and a happier human being."</p> <p>I think, if in reinvention, that's the promise you're making, when you know yourself, know what you want.</p> <p>I usually take them through something and say, "what do you want?"</p> <p>Whatever they tell me, I say, "well, then the first thing is we don't all get what we want."</p> <p>But you know something, we all get what we need.</p> <p>Most of us eat regularly and sleep comfortably and have a little bit of loving now and again because we need it.</p> <p>We do what it takes to get it.</p> <p>We are not prepared to pay the price for everything we want.</p>
38:45	Tom Floyd	<p>It really does come back to living your dream and doing what you want.</p> <p>Some of those other things will just come naturally.</p> <p>I'm hearing the music for our next commercial break.</p> <p>Let's go ahead and go on pause again. Stay tuned, everyone, more on Coaching for Reinvention when we return.</p>
41:26	Tom Floyd	<p>Welcome back to Inside on Coaching, I'm Tom Floyd.</p>

Time	Speaker	Transcript
		<p>Today the topic is Coaching for Reinvention.</p> <p>With me are Michael Arthur, Linda Clark Borre, Pamela Mitchell and Watt Nicoll.</p> <p>In this segment, I would like to focus on how coaches are working with people to reinvent themselves or their careers.</p> <p>Some more data to quickly set the stage:</p> <ul style="list-style-type: none"> ● According to career columnist Patrice Kelly in a feature for Fortune 1000 advisor Diversified Recruitment Inc: <ul style="list-style-type: none"> ● “Corporations reinvent themselves internally everyday, but individuals also can make significant changes to improve their business and personal life.” ● Reinventing yourself can open new worlds. It means meeting change with change—personal change that may help you adapt better, cope better and survive better. More than that, it may allow you to do things you only dream about, to take on roles and responsibilities you thought were outside your reach. ● Additionally, Patrice says in the best sense, reinventing yourself forces self-improvement. But reinventing yourself requires a real commitment on a very personal level: it involves a fundamental examination of who and where you are, and who and where you want to be. ● In the December 20th, 2007 issue of the Financial Post, career columnist Caitlin Crawshaw writes, “Career changes can be dramatic. The very first thing you should be asking yourself is, “Why?” What is it about your present career that's leaving you unsatisfied? Only a solid understanding of your personality, your priorities and what makes you happy will help you determine in which direction you should proceed. If you're not prone to self-reflection, and it's painful to figure this stuff out, consider a career counselor or coach.” <p>Linda, I would like to start with you.</p> <p>Just in general, how can a career coach or a career reinvention coach help someone find a career that makes him or her truly happy?</p>

Time	Speaker	Transcript
43:20	Linda Clark Borre	<p>I think the answer is the same as the one I give to somebody looking for a personal reinvention in any area, be it relationship or work, whatever it may be.</p> <p>I think that what we long for more than anything, more than money even or recognition, is the experience of being alive.</p> <p>It's kind of odd that I—in my work with world-renowned researchers, scientists, people who I would never expect to hear this sort of thing coming from, I'll ask a question like, "what was your very first memory?"</p> <p>They are absolutely taken aback by that. They'll tell me what they remember.</p> <p>Out of that memory is usually the seed of something they need to hold onto.</p> <p>No matter what it is, if you're using that technique or others, a close look at the self will usually reveal something upon which one can build a life, whether in the context that they're currently in or reinvent your own position in the company you're at.</p> <p>You can certainly take the lead and create a new position in the company you're at, or you can branch off and create your own world. This is imminently possible.</p> <p>What makes you feel alive is the fundamental question.</p>
44:40	Tom Floyd	<p>It's still amazing how much that has come up on the show.</p> <p>I'm definitely hearing that loud and clear about feeling alive, about tapping into your passion and really understanding yourself.</p> <p>I think, for some people, it's overwhelming or difficult to think about what a coaching engagement would look like or around this.</p> <p>How would that start? What does the process look like? Things like that.</p> <p>What initial actions or steps does a coach typically take with an individual?</p> <p>Is it around that self-examination process, using a tool or something like that to kind of help the coachee, in this case, get a better sense of that?</p> <p>Does it really come down to what the financial post implied, comes down to getting the person to ask themselves the question why?</p> <p>What's your take on that?</p>

Time	Speaker	Transcript
45:32	Linda Clark Borre	<p>I think that's a good start.</p> <p>It's totally individual. It depends on the personal.</p> <p>I'll tell you the one that I most enjoy. Most of my interactions fall along these lines.</p> <p>The first session involves just what's the problem or what you perceive needs changing, "what brings you here?"</p> <p>By the next meeting, because I meet with people in my office generally or in theirs, I say, "bring me a box of things that matter."</p> <p>They'll say, "what do you mean?"</p> <p>I'll say, "some things that you have that matter to you that you haven't been able to throw away that are recognitions. It doesn't matter. I'm not going to judge them. I want to look at them."</p> <p>In that box are usually some pretty incredible things. It's your box of stuff.</p> <p>It's your box of memories that you have in the basement that you have under your bed.</p> <p>It's the things that your children wrote that you can't bear to part with.</p> <p>All of these lead directly to one's heart.</p> <p>If a coach is a good witness—I believe that more than a teacher, a coach is two things.</p> <p>A coach is an example, and a coach is a quiet witness of the person he or she is with. Then also—</p>

Time	Speaker	Transcript
46:48	Tom Floyd	<p>I love that. I have never heard it put as a quiet witness before. I really like that analogy.</p> <p>Pamela, a question for you.</p> <p>In some of the data that I shared in the previous segment that talked about some of the challenges or some of the barriers to career reinvention, it mentioned things like lack of knowledge, scarcity of financial resources and scarcity of contacts.</p> <p>Are those some of the things that you would see a coach being able to help somebody with who is looking to reinvent their career?</p> <p>If we use scarcity of contacts as an example, is that something that you could see a coach helping with?</p>
47:30	Pamela Mitchell	Absolutely.
47:31	Tom Floyd	From just somebody who wants to reinvent themselves?

Time	Speaker	Transcript
47:32	Pamela Mitchell	<p>Without a doubt, Tom.</p> <p>The thing is that every good coach starts off with the question of what is it that this person, whoever the client is, “what do you want in your life?”</p> <p>I always say that we work with career reinvention, but we actually start with life.</p> <p>The thing that we forget in the U.S. is that our career is meant to deliver the life that we want to live. We have to start it with the life that we want to live and then craft a career that can actually deliver that lifestyle.</p> <p>Then once you’ve come up with a picture of that, the question becomes, “well, now what?”</p> <p>That, in fact, is why I created the Reinvention Institute.</p> <p>Because it’s great to have all these pictures, but then there’s some very practical, tactical things that people need to learn because reinvention is a life skill that can be taught about how to navigate themselves through this process.</p> <p>What a good coach does and what our reinvention coaches do is we teach people how to do these things for themselves.</p> <p>For example, the question around network, what one of our reinvention coaches would do would be to talk to them about who might they know and to give requests that force them to go beyond their natural comfort zone in kind of exploring network and asking them to not only ask the people that they know but ask the people they know who they know.</p> <p>A good coach pushes people and shows them, through a tactical way, how to overcome these barriers when a client, because it’s an area that they feel insecure in, might not naturally take themselves through that.</p>
49:22	Tom Floyd	<p>That’s kind of helping guide them through the self-realization that these might seem intimidating, but these are actual, practical things and tasks that I can accomplish that can help me get through that process of finding my next career.</p>

Time	Speaker	Transcript
49:36	Pamela Mitchell	<p>Right.</p> <p>For example, one to three challenge activities a month is usually a realistic goal for people.</p> <p>I have had people meet people who are looking to fill positions at seminars at the library.</p>
49:53	Tom Floyd	<p>In the process of doing that, it's giving them a safe environment to start practicing. Is that the goal there?</p>
49:59	Pamela Mitchell	<p>Right, they're bound by a common interest.</p> <p>The conversation comes very naturally.</p> <p>If they're interested in great music, great lectures, especially by large metropolitan areas. There's any number of venues.</p> <p>One to three challenge activities by which you cannot lose your time.</p> <p>Even if you don't meet somebody, you will still be enriched somehow.</p> <p>Very often conversations come so naturally in these venues.</p>
50:27	Tom Floyd	<p>Another question that I would ask because you hear this so much—especially at this time of year; it's the kickoff of a new year.</p> <p>We all make promises and goals we want to make for the year, and a lot of people end up not always delivering on those or other things come up in life and they lose sight of them.</p> <p>Is that something—how difficult, in your perspective, is it for people to stick to their commitment of reinventing their career?</p> <p>How does a coach help prevent that from happening or keeping them on track?</p>

Time	Speaker	Transcript
50:59	Watt Nicoll	<p>I think, in Scotland, we are very big on the new year resolution, Tom, very big.</p> <p>It's quite surprising.</p> <p>We have people mid-July saying, "well, I really must do something about this. I'll make it my new year resolution."</p> <p>Then they go through another five months of doing the very thing they shouldn't be doing.</p> <p>Come that 1st of January, it's just a Scottish tradition, you make the resolution, and it's countdown time to finally going to come off the rails.</p> <p>I would say in that one, if they don't do their homework at the very start, there's no point in making a promise to yourself you're going to do something when you don't really know the facts.</p> <p>You have to do a little bit of research.</p> <p>I always say you have to know what you want.</p> <p>You have to be able to justify it by knowing why you want it.</p> <p>Then you have to know if it's possible.</p> <p>There's only one question you then have to ask is "am I prepared to do what has to be done to get it?"</p> <p>Every time you think about quitting or coming off the main track, you think back to "how badly do I want it? Why do I want it?"</p>
52:08	Pamela Mitchell	<p>That's what a coach does for you.</p> <p>A coach keeps clients accountable throughout the whole process.</p> <p>They know they have to show up and answer for things.</p> <p>One of the things that our reinvention coaches do is that we understand the processes that need to happen in order for somebody to take themselves through those changes.</p> <p>What happens is that a lot of times people will come in, and they'll know the certain pieces that they need to do. They may not know about other things.</p>

Time	Speaker	Transcript
52:35	Tom Floyd	Yes. Yes.
52:35	Pamela Mitchell	<p>A coach can help guide them through these other areas, kind of shine the light on the dark areas that they also need to be addressing and then also hold the bigger picture of what the ultimate goal is. As the person starts to create opportunities, to help them evaluate them within the bigger lens.</p> <p>That's why I think it's important to have a coach that really specializes in this kind of transition.</p> <p>Once you take it into a life and a lifestyle, then you have to know the practical steps that the client needs to go through, so that they end up where they want to be.</p>
53:12	Linda Clark Borre	Pamela, that was Shakelton's way. He was a great leader.
53:13	Tom Floyd	<p>Well, I hate to cut us off. We are, unfortunately, at the end of our show.</p> <p>A huge thank you to the four of you for joining us today.</p> <p>As always, a huge thank you to our listeners as well.</p> <p>For more information about our show, you can, of course, look us up on the Voice of America Business Channel.</p> <p>You can visit our website at www.ieconsulting.biz .</p> <p>You can also feel free to email me at tfloyd@ieconsulting.biz</p> <p>As always, don't forget you can download the podcast version of our show through Apple iTunes.</p> <p>Just go to the iTunes store, click 'Podcast' on the left side of the screen and enter Insight on Coaching in the search field.</p> <p>Thanks, everyone! We'll see you next week.</p>