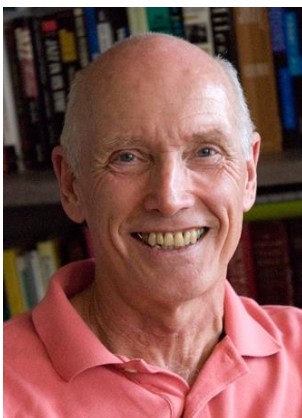


COACHing for VIBE

Building the Capacity of Not-For-Profit Leaders

What You Can Expect from Coaching with Brian



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1.0 What You Can Expect

I am delighted that you are considering the possibility of coaching with me and want to provide you with a bit of an introduction to how I can stimulate and support you in achieving your professional and personal goals.

COACHing for VIBE provokes not-for-profit leaders to contribute their best to the work of their organization, then exceed that. It is a personal and professional development process that inspires and informs your gifts in leadership. In developing your potential, we will use the image of jazz – its workings, wit, and wisdom. This COACHing process is grounded in the reality that you show up with and for others through your conversations. The vibe of your voice generates value. The key question, then, is how you can improve the vibe of your voice to generate greater value for your organization one conversation after another.

We will also pay close attention to the VIBE of your organization and how you can improve that. Here's where the connection with jazz is really provocative. The most common form of jazz in human experience is ordinary conversation. Every time you use your voice in a conversation, you are a jazz musician. If you were to pay as much attention to the content, tone, and impact of your conversations as jazz musicians pay to the melody, tone, and impact of their instruments, how much better would you be in achieving your aspirations for the organization?

COACHing for VIBE will work best if you come to it with:

- A **strong passion** to remember and develop your positive potential;
- A **deep desire** to improve the ways you show up for the common good;
- A **realistic recognition** of the gaps between how you are now and how you want to be; and
- A **keen willingness** to take action to bridge those gaps and become the kind of presence that will contribute to the common good through your not-for-profit organization.

I'll explain my acronyms for COACHing and VIBE in the next section.

2.0 The COACHing for VIBE Process

COACHing for VIBE is a series of conversations that will provoke you to show up better in your not-for-profit organization. I will be your thinking partner and push you to achieve your aspirations more thoroughly and more quickly. Our coaching relationship will create a safe and completely confidential space for you to step back and think through your potential, the barriers that impede it, and options for generating a fuller realization of it.

Let's begin with what I mean by VIBE. It's an acronym that I have developed to help remember and focus upon the key elements in not-for-profit flourishing.

Values – What are the three core values that inspire and invigorate your desire to contribute your best and more to this organization?

Intentions – What concrete possibilities can you imagine that will enable you to realize those values through this organization?

Barriers – What barriers do you think will interfere with your ability to serve your values and intentions?

Execution – What habits and practices can you improve or develop that will enable you to lead this organization with greater resilience and better results?

And here's what I mean by COACHing. It's an acronym for the flow of a coaching session designed to build your capacity to play your best, then play above that. That's what jazz great Miles Davis said he asked of his fellow musicians – play your best, then play above that, because that's where great music happens.

Curious about aspirations – I will ask questions designed to focus your attention on what matters most to you and generate deeper appreciation for what you truly desire to achieve.

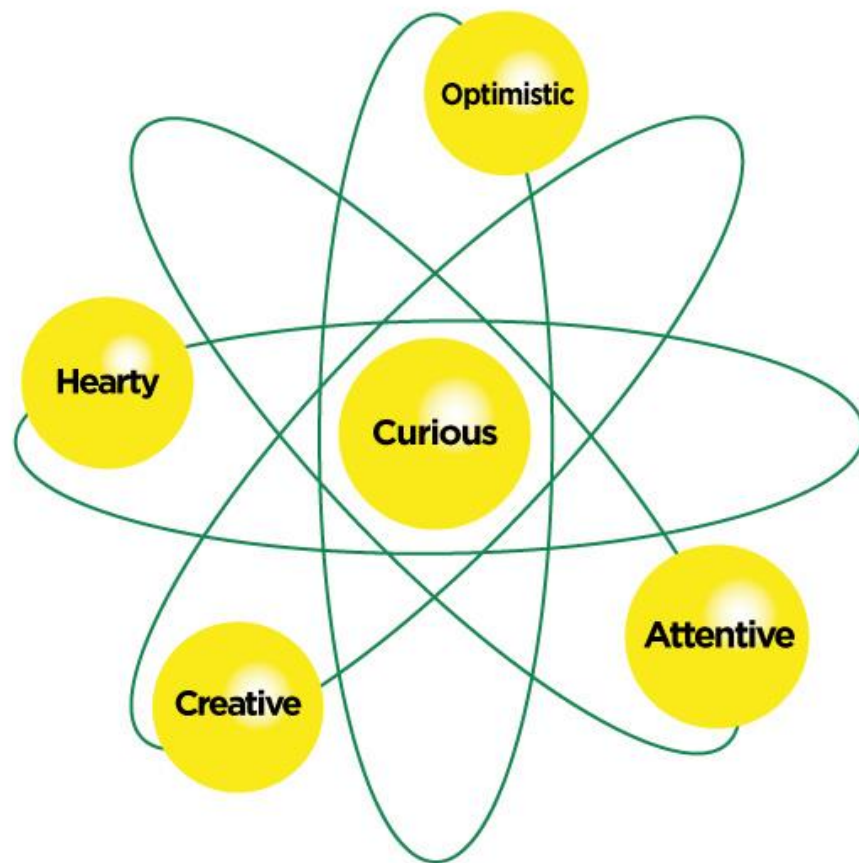
Optimistic about possibilities – I will help you consider a full range of possibilities for building on your potential and moving towards your aspirations.

Attentive to strengths – I will listen carefully for who you are at your best, what gifts you offer to your communities of practice, and what patterns of behaviours enable you to be a positive influence.

Creative with barriers – I will be firm and tough as you identify what will interfere with you achieving your aspirations. I will insist that you explore fully new and creative ways in which you can apply your strengths to your barriers with determined resilience.

Hearty in execution – I will encourage you to take specific and effective steps to achieve your aspirations, constantly reminding you of your strengths and potential.

Every coaching conversation will be different, but we will pay attention to making sure all these elements are worked into our sessions. Knowing what they are will help you assess how well they are happening. If they are not happening to your satisfaction, please let me know. This whole process is about you reaching your goals and I want to do everything I can to help that.



A COACHing for VIBE relationship normally begins with a three-month commitment by the thinking partner to work with me.

We will begin with a focus on your aspirations and strengths you bring to them, identifying the best practices that have helped you show up well in the past and discovering how you can improvise on your talents to show up even better in the future. Between coaching sessions I may request that you practice specific behaviours that will contribute to the results you desire.

Our coaching sessions can be held over the telephone or in person. The frequency and length of the sessions will be set to best suit your style and schedule, but normally we would schedule 2-3 hours per month to maintain an optimal momentum in achieving the changes you choose.

At the end of the initial engagement, we will evaluate your progress and, if you choose, contract for an additional period of time.

Doing coaching is like playing jazz: the coach, like a jazz player, must understand where to begin and where to end, and what a basic structure could be in the moment, while at the same time listening well to the music that others are playing so as to blend with it and move the entire joint effort forward. Even while a jazz musician is improvising, she is always playing within a structure. That's why I say that coaching people is like playing jazz. By knowing the structure so well that it fades into the background, the coach has the freedom to creatively respond in the moment, while still being confident that the desired outcome is being realized. (38-39)

James Flaherty, *Coaching: Evoking Excellence in Others* (2011)

3.0 My Approach to Coaching

The COACH acronym you have just reviewed captures the essential elements of my approach to coaching. It is, in jazz parlance, my core/chord chart or lead sheet. This is the melody we will play together and we'll improvise together around those questions. As I mentioned earlier, the most common form of improvisation or jazz is ordinary conversation, so we'll both be jazz musicians in our coaching conversations. And we will create some beautiful music together!

Every professional coach has a distinctive style of coaching. To help build our coaching relationship, I want to let you know how I see my coaching style, both what I will expect from you and what you can expect from me.

I Will Expect Your Best

I will encourage and support you to reach for more than you might have asked of yourself, but always in accordance with your stated agenda and goals and always within your capabilities. I'll provoke you to play your best, and then play above that. It's my job to help you identify your passions and strengths and to systematically eliminate blocks to expressing your talents and capabilities. My experience is that most obstacles to success are internal, not external, so I will encourage you to look deep within to grow through the barriers to achieve your full potential.

I Will Maintain a Creative Tension between Coaching and Mentoring

Coaching is about you and your aspirations, your agenda, and your potential. My job is to keep you focused on really accomplishing what you want. At the same time, I bring to the conversation 40 years of practicing, researching, and reflecting on flourishing as a not-for-profit leader. I will always ask, but I'm more than willing to provide my perspectives and suggestions. I will always be honest. If I'm not sure of something, I will tell you. Coaching is always a learning experience for me. That's part of why I enjoy it so much. But my signature presence will be part of our relationship.

I Will Press You for Action

As your coach, I will provoke you to take action. Provoke means literally *to call forth*. I want to call forth the full potential of you and your team. I do this by making direct requests, such as, "Will you commit to doing X by the end of the month?" or "Will you check in next week to let me know how Y is working out?" You may accept the request, modify it, or simply decline. I will always support you, however you respond.

I Will Champion You

I will pester you with your potential. I will listen carefully for your strengths and passions, frequently feeding back to you my perceptions of where they lie and how they are showing up. And I will provoke you to make them show up even better. Of course, you can accept, modify, or reject that encouragement. But it will be an important part of our conversations. In everything, I will champion the best that you can be.

We Will Have Fun

Frankly, this will be difficult to resist!

Extra Time

I am available to you 24 hours a day. Seriously. Please call or e-mail me between our regularly scheduled calls if you need advice, have a problem, want to vent, or you just can't wait to share a success. If you reach my voice mail, please leave a message and let me know the best times and ways to reach you.

Rescheduling Calls

Your time is reserved for you and I expect you to make it the same priority in your schedule that I have made it in mine. If you need to reschedule a coaching session, please give me at least 24 hours notice. We can find another time or spend more time in our next session. There may be times that I will want to reschedule and I'll abide by the same expectations. If a coaching session is not rescheduled according to these terms, I will charge you for it.

Confidentiality

I treat our conversations and correspondence as confidential. The fact that you are my client is also held in confidence. No information will be shared with others without your permission.

Referrals

My practice fills by referrals. If you are benefiting from our coaching, I hope you will spread the word among your colleagues. When you do refer me to your colleagues and associates, I can concentrate on what I do best – coaching my clients to exceptional productivity in everything that matters most to them.

Results

What I want for you is that you make the most of your potential for productivity in what matters most to you. I want you to be more soulful in your presence, to be more mindful in your relationships, to read your environment more astutely, to learn the best ways to fulfill your responsibilities, and to trust the whole process to work together to generate a deeply satisfying productivity that creates a better future.

4.0 Next Steps

Prior to our first session, please take time to do three things:

- 1) Jot down any questions you have from your review of this welcome package. We will discuss your questions at our next session.
- 2) Review the ICF Standards of Conduct.
- 3) Assemble any materials you would like to review with me at our next session, such as your new job description, 360 degree feedback reports, personal style assessment scores, etc.

All of this information will be helpful background to ensure that I coach in a manner well suited to your progress. Many thanks for taking the time to review it.

I look forward with great anticipation to helping you be your best self through our coaching conversations.



To explore other services that Brian offers,
such as keynote speaking, seminars, planning sessions, and facilitation,
visit

www.jazzthink.com

Appendix #1

International Coach Federation Standards of Conduct

I will conduct myself in a manner that reflects well on coaching as a profession and I will refrain from doing anything that harms the public's understanding or acceptance of coaching as a profession.

I will identify my level of coaching competence to the best of my ability and I will not overstate my qualifications, expertise or experience as a coach.

I will, at the beginning of each coaching relationship, ensure that my coaching client understands the terms of the coaching agreement between us.

I will not claim or imply outcomes that I cannot guarantee.

I will respect the confidentiality of my client's information, except as otherwise authorized by my client, or as required by law.

I will obtain permission from each of my clients before releasing their names as clients or references.

I will be alert to noticing when my client is no longer benefiting from our coaching relationship and thus would be better served by another coach or by another resources and, at that time, I will encourage my client to make that change.

I will avoid conflicts between my interests and the interest of my clients.

Whenever the potential for a conflict of interest arises, I will, on a timely basis, discuss the conflict with my client to reach informed agreement with my client on how to deal with it in whatever way best serves my client.

I will, on a timely basis, disclose to my client all compensation from third parties that I may receive for referrals of, or advice given to, that client.

I will honour every term of agreements I make with my clients and, if separate, with whomever compensates me for the coaching of my clients.

I will not give my clients or a prospective clients information or advice I know to be confidential, misleading or beyond my competence.

I will acknowledge the work and contributions of others; I will respect copyrights, trademarks and intellectual property rights and I will comply with applicable laws and my agreements concerning these rights.

A Short Bio



Brian Fraser is the lead provocateur of Jazzthink. He is a professional speaker, teacher, facilitator, author, and coach specializing in the fields of leadership and teamwork. His personal mission is to provoke SMARTer* leadership (yep, another Jazzthink acronym) that generates a flourishing VIBE in not-for-profit organizations. Clients appreciate his understanding of their needs and aspirations, the wisdom he brings to their situations, his inspiring presentations, his effective facilitations, and the results they achieve when they implement the insights that Jazzthink provokes. People leave a Jazzthink session energized to make a positive difference in their contribution to the common good. And Brian can help embed their learnings in productive teamwork through his individual and team coaching.

Prior to launching Jazzthink in 2002, Brian served as Minister of Glebe Presbyterian Church in Toronto (1978-1985) and Dean of St. Andrew's Hall, the Presbyterian college at the University of British Columbia (1985-2001). During his tenure as Dean, he was also Professor of History at Vancouver School of Theology where he focused his research and teaching on leadership and organizational development. In both situations, he left a strong legacy of productive teamwork for his successors.

A keen jazz fan for most of his life, Brian began to explore seriously the lessons jazz had to offer teams when he launched Jazzthink in 2002. He has continued to find in this intriguing art form profound insights into how healthy organizations can flourish.

Brian has been privileged to work with a wide variety of organizations in the not-for-profit, governmental, and private sectors, such as Toyota Canada, the North Shore Credit Union, Simon Fraser University, the University of British Columbia, the Canadian Society of Association Executives, the Fresh Outlook Foundation, Leadership Vancouver, Vancouver Island Health Authority, Fraser Health Authority, Vancouver Coastal Health Authority, Coast Mental Health, ICBC, and BC Hydro.

He continues to practice not-for-profit leadership by ministering part-time with **Brentwood Presbyterian Church in Burnaby, BC**. He teaches COACHing Skills for Managers/Leaders at Douglas College. He is actively involved in several communities of practice directly related to his speaking, coaching, and facilitation services. He is the author of 11 books and writes regularly for professional and popular publications.

* For more details on the SMARTer framework, go to http://www.jazzthink.com/provocative_riffs_on_SMARTer_leadership.html