



# Wholeness Matters

## Be consultant AND coach

By Janet Harvey, MCC

**T**he Top 20 Best Companies for Leaders<sup>1</sup> outperformed the Standard & Poor's 500 index over a five-year period by eight to one. Why? The leaders in these companies know a secret: what others perceive as “soft” has very, very hard implications for performance. Wholeness matters.

Galileo once said, “You cannot teach humans anything. You can only help them discover it within themselves.” Wise words that give us a clue about wholeness – that quality or state of being that is in us already, only we don't choose to see, accept or honor it enough! When you, as a consultant or a coach, present your value proposition, what do you make most important? Consider these truths:

- **Organizations don't buy consulting services.** Consultant con-

tracts are signed to gain access to ideas, knowledge and expertise which organizational leaders perceive will improve performance. Partnering and co-creation are critical in an increasingly complex and globally connected environment.

**“Focusing on the benefits of using consulting and coaching services is a synergistic, win-win-win formula.”**

- **Organizations don't buy coaching services.** Coach contracts secure access to relationship competency that supports people in the organization to perform better, especially in terms of leadership, execution and strategic thinking.

The bottom line for organizations, whether you are a consultant or a coach or both, is *better performance*. Specifically, your value proposition must *deliver different results* than organizational leaders already understand how to generate. Here are some ways each service delivers bottom line impact on performance.

#### Consultants:

- Contribute new knowledge and technical competence for creating organizational results;
- Provide objective research and analytical assessment upon which to base relevant content recommendations for change;

**wholeness** (n.) from Greek, holos; whole; the quality or state of being whole, entire, or sound; entirety; totality; completeness.

1. An unreduced or unbroken completeness or totality [synonym: integrity, unity] 2. A state of robust good health [synonym: haleness]

**human wholeness** (n.) 1. A conscious state of integrating the mind, body and spirit. 2. A healthy love for the “self” and awareness of the choices to be and to become more.

**organizational wholeness** (n.) 1. A capacity for cooperation and collaboration versus control and power. 2. A mutual commitment between leadership and employees that enables people to contribute their whole selves to any experience. 3. A path to productivity, innovation and effectiveness created by an environment which fosters resilience, adaptability, acceptance of difference and unconditional curiosity.

• Co-create answers and action plans for individuals and teams to create and manage knowledge as well as implement change.

**Coaches:**

- Focus attention on underlying motivation that compels people toward effective relationships through deep listening and acceptance of wholeness;
- Model and impart unconditional curiosity that creates awareness, accesses hidden strengths and generates clarity and alignment;
- Partner with leaders to co-create an environment for direct communi-

cation, powerful questions and teamwork that is the source of improved performance.

Partnering to address key organizational issues by focusing on the benefits of using consulting *and*

coaching services is a synergistic, win-win-win formula.

Consulting competence attends to the process of change that is relevant to strategic business content and operational execution and productivity. The synergy between this service and effective professional coaching is the opportunity to simultaneously address the human relationship with change. Ultimately, performance is about leadership and this is a central focus of consulting and coaching.

**Leaders Drive Performance**

The best leaders drive performance through the environment they create. Approaches that lasted for more than a century, focusing on control and causation, are quickly being recognized as illusions and a liability.

What is replacing the tradition of predictability and repeatability? A call for wholeness, not perfection. The lens of wholeness focuses on building long-term value rather than short-term cost efficiency. Effective consultants bring organizational leaders strategic awareness about essential knowledge within an indus-

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try and across disciplines. This work supports holistic thinking, revelation about patterns of opportunity and identification of paths for leverage.

Creating an environment of wholeness focuses upon developing the people who will sustain an organization in any economic or competitive landscape. Effective coaches facilitate

opment were squashed, Apple and Amazon are the market makers for e-books and tablet computing.

What if your value proposition delivered these benefits?

- Eliminate paralyzing competitive conflict inside the organization by improving leadership clarity, engagement and strategic alignment.

customers are winning in the market. The synergy of consulting and coaching services powerfully focused on what people deliver will generate game-changing results. Why?

### Performance = Energy

The absolute belief in and full acceptance of each person's unique whole-

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leader awareness of blind spots and limiting beliefs that exhaust energy and hinder innate creativity.

### Performance Focus

Consider how your contract for services transforms when you focus on the performance an organization delivers as a result of investing in your services. Here is an example to consider. Dick Brass, a vice president for Microsoft from 1997 to 2004, wrote a *New York Times* op-ed piece on February 4, 2010, about internal competition. “When competition becomes uncontrolled and destructive it creates a dysfunctional corporate culture in which big established groups are allowed to prey upon emerging teams, belittle their efforts, compete unfairly against them for resources and over time hector them out of existence.”

So many things are right at Microsoft and yet 10 years after the early prototypes they had in devel-

- Catalyze solution thinking and generate customer-responsive change by combining technical and emotional/interpersonal competence in leaders at every level.

- Foster sustainable customer focus by creating cultural norms for high accountability and commitment to delivery customer results.

The Internet shrinks geographic distance and social media technology is dissolving communication barriers. Combined, these two factors alone make “new ideas” almost impossible to safeguard from competitive forces. With effective consulting and coaching, organizational leaders adopt resilience for faster responsiveness, allowing for adaptation at the speed of change, and often initiating the pace.

What people deliver makes the difference between successful performance and business failure. Workplace environments that reward impact and positive influence on an organization's

ness is an act of freedom. Consider for a moment how much energy individuals expend each day wondering how they compare, measure up or advance over another in a given relationship or situation. What is available when we free up that energy?

Belief in, and acceptance of, each other's human wholeness access idle energy and allow two important leadership alternatives:

1. Confident expression of self, unencumbered by self-conscious censoring so that bold curiosity, imagination and creativity are available;

2. Deep listening and complete presence with another so that connection and engagement is more complete.

If we took wholeness seriously, “We'd include more of what was involved – and more of who was involved – in any situation we were dealing with. We'd try to consider anything that might be relevant, and we'd make sure all stakeholders were involved. Ideally, we'd include any-



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thing and anyone related to the situation – as much as we could tolerate. Of course we all have our limits, but we'd continually stretch our ability to embrace more and more reality – more and more viewpoints and approaches and diversity and nuance and complexity. We'd want to get a sense of the whole picture – or as close to it as we could get.”<sup>2</sup>

The old adage, “the whole is greater than the sum of the parts” applies inside organizations and has the potential to generate exponential improvement. Dan Pink's latest book, *Drive, The Surprising Truth About What Motivates Us*, outlines three requirements in the organizational environment for intrinsic motivation to flourish. Employees must:

1. Have choice about what they do and with whom they do it;
2. Desire mastery of tasks and skills that matter to them;
3. See the work as contributing to a greater purpose.

As the research in this book points out, these factors are delivering results. Leaders who create environments with these elements will release the individual energy wasted on internal competition and self-interest, and bring more of each person into collaboration and team activities. Wholeness is another synergistic, win-win-win for-

mula that consultants and coaches are well suited to support.

Be Synergistic

What do we learn from the Top 20 Best Companies for Leaders? The myriad of factors that are driving a change in fundamental business performance principles create tremendous opportunities for the synergy of consulting and coaching. Here are the elements to consider as you refine your value proposition in the marketplace.

Cultures inside the Top 20 Best Companies for Leaders are:

- Big, complex and global; global issues are important and a pool of successors for mission critical roles is paramount.
- Modern, fun, learning-oriented workplaces; moving between functions is extremely common; people are expected to lead regardless of position authority; emotions are openly discussed in the workplace.
- Collaboration is the path to innovation; employees are encouraged to take new approaches to solving problems; if you see a problem or opportunity you are allowed to address it.

Take wholeness seriously and win!

<sup>1</sup>Hay Group/Bloomberg Business Week 2009 Best Companies for Leadership Study

<sup>2</sup>The Co-Intelligence Institute; www.co-intelligence.org

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