



The Coaching Summit

Executive Coaching Summit II: Identifying the Present and Envisioning the Future of Executive Coaching

Executive Coaches, like great leaders, constantly keep their fingers on the pulse of what is happening today, while living in an envisioned future. Executive Coaches, like executive leaders, serve as high performance agents and thought leaders. The pulse of today for these high performance agents is represented within the set of best practices executive coaches bring to the table. Preparation for the future is our understanding of what the leaders we coach need most, both today and tomorrow. The White Paper that follows describes those identified best practices, which today stand the test of time. It also identifies the thought leadership of a group of senior level executive coaches, committed to growing and sustaining the profession. As you read, you will find that this experienced group has identified those aspects of their coaching they are certain of, and potentials for the future that are both exciting and concerning. Above all else, you will note the highly collegial and collaborative nature of participants, who are otherwise competitors, coming together for the greater good of our commitment to have leaders, as well as ourselves, be the best we can be.

Since this paper was written in 2000, progress has been made in several key areas addressed by the group. Collaboratives have been formed for short-term assignments as well as permanent alliances. Books have been published by several attendees that outline best practices and proprietary models. First, executive coach development track was added at the 2002 ICF conference with the largest attendance of any development track offered. An international coaching conference focused solely on future scope and trends of coaching is being held this Spring – and the 5th Executive Coaching Summit is scheduled for Fall 2003. Additionally, masters and doctoral students internationally are producing coaching research studies; universities are offering certifications and degrees in coaching and organizations are continuing to build internal coaching capacity with highly trained and experienced professional coaches while at the same time tying value of executive coaching deliverables to ROI.

Enjoy the learning you will have from reading this collaborative work.

Dr. Lee Smith and Dr. Jeannine Sandstrom

CoachWorks International, Inc.

Dallas, Texas USA

URL: www.coachworks.com

Summary Findings From

The International Executive Coaching Summit II: Community, Best Practices, And Future Perspectives

Compiled by: Dr. Lee Smith and Dr. Jeannine Sandstrom
CoachWorks International, Dallas, Texas

Abstract: *This is the second annual White Paper presenting outcomes and conclusions developed by a community of Executive Coaches attending an International Summit for purposes of further defining and refining the burgeoning Executive Coaching profession. The objective of the second Summit was to extend collaborative processes for the global benefit of the profession, to delineate the best practices and framework of executive coaching and to envision a glimpse of the future of executive coaching.*

This Summit concluded that collaboration in the executive coaching industry must happen, that the Best Practices of Executive Coaching must be identified and made globally available, and that the future of the profession is at a critical crossroads. The extreme level of collaboration that was displayed by the participants pointed to positive potential for future realization of grand visions for the profession although the product of their efforts produced more questions than answers. In the end, the Summit reached an activity level compelling the group to action and connection beyond the limitation of annual summit meetings.

TABLE OF CONTENTS

- **Introduction**
 - **Purpose**
 - **Group Profile**
- **Best Practices:**
 - **Best Practice 1 - Marketing**
 - **Best Practice 2 - Contracting**
 - **Best Practice 3 - Models for Executive Coaches**
 - **Best Practice 4 - Executive Leader Learning and Development**
 - **Best Practice 5 - Measurements of Success**
 - **Best Practice 6 - Alliances and Collaboration**
- **Issues and Perspectives of the Future of the Profession**
 - **Acknowledgment of present influences on the future of executive coaching**
 - **Preparing for the future**
- **Summary and Conclusions**
- **Esteemed Participants of the International Executive Coaching Summit**

Introduction

In 1999 the first Executive Coaching Summit was held out of a need to begin to distinguish the profession. Organizations were beginning to see the need for having coaches work with their executives. In response a nucleus of leaders in the executive coaching field desired to identify for the world exactly what executive coaching is and the competencies for delivering such services. The first white paper with the results of the first meeting was published on the International Coach Federation website [and in the first issue (Volume One/Issue One) of the *International Journal of Coaching in Organizations*].

The first Summit was such a huge success that a second one was planned for the year 2000. This paper serves to review the themes and conclusions from a very collaborative group of senior executive coaches who began to deepen the understanding of the community of executive coaches, the best practices they use and the future of the profession.

Purpose of the Executive Summit II

As background for the year 2000 Executive Coaching Summit II, the group drew upon the giant strides made during the first Summit held in October 1999, at the International Coach Federation Conference in Orlando, Florida. During that first collaborative effort, the much-needed definition of executive coaching was developed, levels of competence required for Executive Coaching were identified, and primary distinguishers, proficiencies and strategic rationale for hiring Executive Coaches were outlined. Also, briefly explored were coaching tools, industry trends and ethics. In the first Summit, the boundaries and borders were established.

At the 2000 Executive Coaching Summit II it was time to paint a bigger picture and provide cohesion and collaboration among the broader community of Executive Coaches.

The two preliminary objectives for the Executive Coaching Summit II were to develop and serve the needs of the burgeoning community of senior level executive coaches and to delineate the best practices and future scope of Executive Coaching as a profession. Establishing a network and community of the participants was at the core of all interaction throughout the two-day collaboration.

The group determined that it had four main purposes for meeting in this manner:

- To build upon the work and results of the previous summit
- To do this through a fully collaborative process in order to reach well beyond the individual and raise the bar on the profession itself
- To determine the core best practices of executive coaching
- To acknowledge the present status and societal influences on the profession and envision future possibilities

The Group Profile

This esteemed participant group consisted of 30 senior level Executive Coaches (see listing of participants at the end of the article). Considered in the profile are gender, years of experience, background of entry into the coaching field, percentage of income in their career coming from executive coaching, business delivery system (internal, external, solo, group) and attitudes or descriptive per-

spectives about the field of executive coaching itself.

Out of the 30 participants, there were 15 women and 15 men. The range of experience in the field was up to 35 years, with a mid-range of 7 to 9 years. Those with experience beyond 20+ years admitted that coaching services they were delivering early on were not identified as "Executive Coaching" but rather leader or management development.

The range in the percentage of income derived solely from the practice of executive coaching was also very widespread among the group, from a low of 5% of their income to the maximum of 100%. The majority of them (53 percent) received most of their income from executive coaching, about 33% received about half of their income from executive coaching and about 14% received less than a fifth of their income from executive coaching with varying other resources to deliver.

It was also determined that those who have incomes from other sources do so through providing resources of training, consulting, publishing and writing, teaching, strategic processing, facilitation, product sales, strategic planning, executive recruiting, mentoring, leadership development, management and administration, organization assessment and change consulting, personal growth workshops, psychotherapy, internal strategic planning and coaching, and marketing. One member is the President and owner of a graduate school. Executive coaches, as an industry group, have a very broad spectrum of supporting areas of business excellence.

The group was also diverse in its method of providing services, whether internal to corporations or externally contracted. This group of participants was equally divided between being external to organizations in either solo practice or groups of two to five persons, and internal to larger companies.

None of the participants entered their careers as a coach. The professional portals through which they entered the field of Executive Coaching are numerous areas of expertise including, executive, engineer, management consultant, psychologist, caregiver, and organizational development consultant.

This group of Executive Coaches also had different short descriptive words to describe the essence of the EC field. These adjectives were both positive, but also challenging in variation. On the one hand, the group used words reflecting a positive stance on the field such as: exciting, satisfying, making a difference, emerging, evolving, cutting edge and making a big difference. Concomitantly, words used to

describe the challenges of the profession were: confusing, changing, ill defined, lonely and results oriented. Whether positive or challenging, these terms show us what the entire profession is experiencing - a sense of excitement and adventure on one hand, but a very real need for definition and community on the other.

In Summary

The resulting collective profile shows that there is a good mix of both men and women in the field with a mid-range in this group of approximately 7 to 9 years of experience. The majority of senior Executive Coaches draw the majority of their income from their work as coaches, and others mix the coaching with various deliverable resources such as consulting, leader development, facilitation, training and management.

Collectively, they are both external and internal to the organization, and external Executive Coaches work both in solo practices and small group alliances. They also entered the profession from various other professions, not having begun a career as a coach. The previous professions provide necessary wisdom from varying fields of expertise.

These Executive Coaches agree that there is much work to be done to have the profession more completely defined, fully collaborative, and thoughtfully structured. They all hold both an excitement for their work and a need for community and distinction to the profession.

Best Practices

Senior Executive Coaches have delivered services over periods of time that are replicable and codifiable. Replicable practices that are known to work well with good outcomes then become "best" practices, a common business term that indicates validity of use because of its known success. Once discussed, challenged and upgraded, they then become business models for other Executive Coaches to use.

The parameters for the identification and distinction of best practices in this gathering of Executive Coaches was that each practice had to be:

- Identifiable
- Distinguishable as executive coaching (as opposed to other services, i.e., consulting, etc.)
- Discussed in terms of critical success factors
- Replicable

For organizational purposes, the group established the following six areas as the foundational framework for the Best Practice for Executive Coaching:

- Best Practice 1 - **MARKETING** (sales, referrals, etc.)
- Best Practice 2 - **CONTRACTING** (pricing, structure, exit strategy, etc.)
- Best Practice 3 - **MODELS FOR EXECUTIVE COACHES** (processes, interaction, practices, etc.)
- Best Practice 4 - **CLIENT LEARNING AND DEVELOPMENT** (content, processes, etc.)
- Best Practice 5 - **MEASUREMENTS OF SUCCESS** (producing outcomes, evaluation, etc.)
- Best Practice 6 - **ALLIANCES AND COLLABORATION**

Using these six areas of practice delineation, the group contributed the best of the best of their definitive methods in a collaborative effort to determine what the distinguishable Executive Coaching best practices are.

This group determined that there were two caveats for the inclusion of Best Practices descriptions in the White Paper. It should be noted here that there is some overlap of practices with other professions who deliver similar services, particularly in marketing and contracting. Pointed out below are the basic practices complemented by those distinct approaches indicative of Executive Coaching singularly. The group also believed that this discussion reached only a primary level and that in-depth work on an ongoing basis was needed to ferret out the specificity required for conclusive models. This is their starting place.

Best Practice 1 - Marketing

The Best Practice of marketing for Executive Coaching Services is both similar to other services and unique in its specific audience needs. A marketing plan is required for both internal coaches as well as external coaches, complete with lead generation, definition of target markets, development of network referral systems, time lines and follow through to completion. These practices are not unique to the Executive Coaching profession.

What is unique in marketing for Executive Coaches is that executive leaders will demand proof of credibility for working at the highest levels of organizations, request a list of references at those levels of organizations, require high levels of exhib-

ited competencies as well as comfort for being in the same business arena as the executive himself or herself.

An Executive Coach will build business through direct referral, word of mouth and brand marketing of proven methods that have a track record for executive and leader development and results orientations. Marketing materials must present value propositions that offer development of outcomes that equal or exceed the value of the engagement. One of the most impressive items to catch an executive's interest is any "Return on Investment" description.

Another unique difference is that marketing at the executive levels requires a development of long-term relationship and collaboration. Executives want their Executive Coaches to be partners, not vendors. Executive Coaches are expected to have business acumen and presence that fit both the boardroom and the golf course. The relationship itself is different than any other professional service to be delivered.

Best Practice 2 - Contracting

While a handshake agreement may be all a leader and his or her Executive Coach needs, the corporate contracting required at the executive level is often more complex than other types of coaching contracts. It is now common practice to have complex contracting with basic confidentiality statements as well as Non Disclosure statements. Signatures are required by several individuals who hold the coach and executive responsible for getting the specified results. It is also common practice to require professional liability insurance as well as general liability. The complexity of the contracts also addresses such issues as ownership of intellectual property, risk behavior, termination and or renewal arrangements as well as fee arrangements.

Above all, the most unique aspect of contracting for Executive Coaching services is the requirement of supplying a coaching and leader development plan in the contract that includes observable behaviors that demonstrate change and progress, as well as the expected business impact on the organization. The shifts and changes that leaders make at the executive levels have a much wider and deeper impact than other levels of management in the organization. Consequently, these changes are carefully planned, measured and adjusted during the course of an engagement with appropriate feedback loops.

Best Practice 3 - Models for Executive Coaches

There were many practices and approaches discussed, many of which could be used by any coach with any population. Models that distinguish Executive Coaches fall under the umbrella of the coach as a model leader. To be leader coaches, they must have studied and practiced leadership. They then know the importance of having their own personal vision, leadership skills and replicable desirable behavior. The coach needs to operate as a "thought leader" in order to form a trusting, yet challenging partnership with the executive. The coach must have the ability to identify their own critical success factors as they help executives do so. The coach must understand how the organizational and global systems work in order to see the big picture for themselves as well as their executive client.

For each of the statements above, the coach has developed a model (or replicable practice) for use in development of his or her client. The most important approach is the understanding that in order to meet the executive leader on a level playing field, they will have already experienced and practiced this and integrated it into their everyday lives.

Executive Coaches go beyond being implementors of someone else's coaching model to become inventors of coaching models. The ability to do this seemed common among Summit participants and, in fact, an almost necessary part of distinguishing their practice. Inventions come from desire to create customized solutions for high impact leader executives.

Best Practice 4 - Executive Leader Learning and Development

In this Best Practice, Executive Coaches are seen as teachers, just as many leaders are now being considered as teachers. They are concerned with how an executive leader learns, the process with which to facilitate learning, and the context about which to learn. Since leaders almost never have the opportunity for formal learning, Executive Coaches provide the necessary "real-time" learning around the issues they face, the roles they play, the results they want and need, and the competency development needed for increased levels of performance.

One practice provides a 3-stage process for learning to get results. The 3 stages focus on mindset and action that equal results in 3 context areas of personal, interpersonal and organizational development.

Another key learning the coach facilitates is role identification. The executive is encouraged to identify the primary roles (usually 3 - 5 roles) to focus efforts. Such roles as vision caster, teacher or creator are designed as contexts for learning. Using this practice assists a leader in determining the primary competencies for the position.

Finally, a learning practice is one of providing methods for meaningful conversations. The coach sees himself or herself as a barometer of where the executive is in thought processes. The coach asks questions to draw out deeper, more meaningful conversations. Such questions as "What am I thinking or feeling that I am not saying?" or "What is going on that leads me not to say it?" has the leader use both cognitive and emotional expressions with the conversational context. Once this is practiced, the leader can then use a similar method to repeat with his or her direct reports.

Best Practice 5 - Measurements for Success

Understanding measurements and putting measurements in place as a part of the executive coaching relationship are critical to a coach's success. Utilizing results achieved in previous engagements is a key part of marketing for an executive coach. The Summit participants identified the following as objective measurements to be utilized:

- Organizational success
- Organizational climate
- Emotional Intelligence
- Benchmark and milestones (contracted)
- Baseline assessments (measured pre- and post- engagement)
- Satisfaction (employee, executive, customer)

Executive Coaches conduct more assessment work than most other coaches. There is a wide range of test batteries that can be done, including climate surveys, emotional intelligence competence, the balanced scorecard and style differentiation.

The most common assessment is 360 Feedback, which is used for professional development and performance planning. Typically every Executive Coach is very adept at conducting this feedback process. This feedback approach is gaining in acceptance as more users are dedicated to having it be an objective and positive experience. Any of the assessments used in executive development are often used as a baseline to measure progress in the coaching. Using a pre-test and a post-test verifies the real shifts in behavior that are also observable.

Best Practice 6 - Alliances and Collaboration

One of the strongest themes for participants in this group was the need to collaborate together. The Summit itself was set up to create an environment of collaboration and that was one of the ways the participants said they were attracted to attend.

Because there is only beginning to be available executive coach training, formal academic training for career professionals and professional organizations focused on learning for this group, the participants were willing to come and share professional growth and development by aligning themselves with each other to form a new community of professionals. It was strongly stated that they wanted to align with each other in the following ways: to make alliances for delivery of large contracts with identified objectives, to form a pool of high-quality Executive Coaches, to share intellectual property, to promote the profession, to identify and develop resources and referrals, to share values and ethics, and to learn about and grow the profession.

The primary distinguisher for this group versus other coaches is that there is a need within organizations for large groups of executive coaches who coach from a consistent focus and methodology. Since coaching has a rippling impact on the organization, companies are advised to find a group who can deliver services that will be consistent across the board as they roll-out a shift in the way executives work with their teams, the way managers coach with their employees, and the way the culture shifts when the delivered services are in place.

In Summary of Best Practices

Executive Coaches are in search of a wide array of methods and modalities for delivery of coaching services. They also want to apply the coaching first to themselves so they can "walk-the-talk" and "fit in" nicely with the executives with whom they work. We have distinguished in this paper the primary Best Practices that are unique to Executive Coaching from the professional approach of other coaches for different populations.

Marketing and Contracting at the top levels of organizations requires an extensive credibility feature with proven track records that get identified and written into what sometimes may be complex contracts, which also require professional liability insurance. Executive Coaches then serve as a leader and model to their clients as they have done their own development before developing others. The

development and shifts that get created within the coaching relationship surround the idea of "real-time" learning which can be measured for identifying the return on investment of dollars spent for the services. And finally, this participant group of Executive Coaches has a strong desire to align and collaborate with each other for the purpose of delivering very high quality services for the executives with which they work.

Perceptions of the Future

Before spending any more time on the delineation and definition of Executive Coaching, the group felt it would be helpful to explore the general population's consensus about the future of not only Executive Coaching, but also the economy and society in general, which dramatically influence the Executive Coaching profession. As varied as the group's profiles are, so were the responses to the question of the public's perception of the future.

When considering the economic future, responses ranged from great financial potential to impending crashes. There was consensus that in spite of varying opinions on money, there would be increased opportunities, more of a desire for collaboration instead of competition, and the hope that the future would bring us closer to placing food on every table. A widening gap in the the polarity of the "haves" and the "have-nots", however, was also voiced. One very real concern for the corporate future was discussed - the retention of employees as people race more and more quickly from career to career and job to job.

As the group considered our individual and community social futures, a number of concerns surfaced: the future of the family (including the issues of divorce and separation on second and third generations), entitlement, human rights, and differences in cultural visions and possible contention between modern, pre-modern and post-modern social orientations. The issue of potential disengagement both from the corporate world as well as other people in general was discussed, along with a growing concern about the exhaustion of the "corporate athlete." Some people in the corporate world who see others seeking new opportunities, including those who strike out on their own, may become alienated. While the group agreed that collaboration would be a definite trend of the future, it also considered the potential for division and alienation among certain groups.

The future of Executive Coaching obviously brought

lively discussion that created a great deal to consider seriously. As the discussion continued, the group agreed that Executive Coaching was at a defining moment: is this just a passing fad, or are we in for a cultural explosion in this industry? By all indicators, Executive Coaching is here to stay. Executives are pressured more to keep up. There is an increasing need for just-in-time learning. Organizations are recognizing the return on investment in executive coaching. With this realization, however, comes again the underscoring of the staggering need for increased standardization of the Executive Coaching industry, continued and increased coach training, specialization of coaching practices, and the ability to competently supply the ever increasing demand for Executive Coaching services.

The discussion regarding the future of Executive Coaching raised two fundamental questions:

- *How will we find and engage trustworthy community to co-deliver these needed services?*
- *How will we, as individual coaches, find the companies we trust to co-deliver with us?*

These questions have elusive answers, but this summit is committed to finding them and building the collaborative framework for such a trustworthy and accessible community. Once again, the taxonomy of coaching is primary, followed by education, training, assessment of progress, metrics and the overall aim of industry standardization. This group realizes that the task is daunting, and we have only scratched the surface.

Important Future Issues for Executive Coaching

In addition to overall standard setting, as a brief summary to the discussion regarding the future of Executive Coaching, the following issues were suggested as those being critical for consideration:

- Professional risks
- Continued training
- Individual vs. corporate effectiveness
- Innovation and creativity
- How to leverage affiliations
- Walking their talk
- Establishing communities
- Knowledge of various business models
- How to support one another
- Force of community
- Balance and pacing
- Modeling for clients

- Personal future for executive coaches
- Knowing when you're the best you can be
- Scaling issues
- Best practices and keeping ahead

These are but a few of the many questions and issues that must be considered and addressed as executive coaching goes global. Right now between 100,000 and 200,000 people are calling themselves coaches. The work this Summit is doing right now is critical to the future of Executive Coaching.

Shaping the Future: Asking the Right Questions

The Summit engaged in an envisioning process to consider how it can shape the future of Executive Coaching by deliberating these critical questions:

- What is the vision for the future of our profession?
- Where are we relative to the vision?
- How do we build the bridge to the future?
- Who are we going to be, collectively, and why, what and how?

To further frame responses, the above questions were specifically targeted to four critical areas:

- The Changing Marketplace and Global Influences
- Customers/Clients
- Professional Growth and Development
- Driving Passions/

Once again, the time factor for these considerations limited the responses to the establishment of brief applicable statements and the identification of important issues pertaining to each of the above areas. Considering that such an uncertain future, no matter how bright, is steeped in conjecture and personal opinion, these discussions actually generated more questions than answers. Highlights of this visioning process are presented below with a hope that they will trigger continued thought stimulation and ongoing expansion and delineation.

The Changing Marketplace and Global Influences

The Summit envisioned an enormous explosion of consciousness in other cultures to have an impact on the Executive Coaching profession. With huge advances in science, technology, bio-medical fields,

and genetic engineering, they anticipated greater challenges, needs and opportunities to make an impact through the Executive Coaching profession. The group envisioned a world where although the financial bottom line is immediately obvious, there would be a realization that the real bottom line is fulfillment of human needs at a personal level.

Executive Coaches will be in great demand to assist in meeting those needs. They could foresee a world where what works in corporations could have a large impact at a global level with regard to the value and treatment of individuals and therefore, Executive Coaching Best Practices could have more of an impact on social engineering worldwide.

Currently, Executive Coaches are in the role of influencing the influencers. In order to bridge the gap between where the profession is today and that vision of the future, Executive Coaches must have an understanding of the nuances of global competition. Education in global cultures is badly needed for Executive Coaching across boundaries in preparation for ready deployment.

Professional Growth and Development

In looking to the future of professional growth and development, the Summit group envisioned that this would be absolutely as fundamental then as now. The perspective on professional growth and development was expected to change with regard to the need to think globally as executive coaching becomes an industry itself. As Executive Coaching influences the lives of leaders, possible expansion to other, less politically influential yet high impact levels, is envisioned, as in the establishment of academic levels in coaching (i.e., K-12). Additionally, the future of professional growth and development would be to bring more of a connection between rest, recreation, and renewal to success in corporations.

Today, Executive Coaches are already addressing the need to learn fast vs. learn deep and deliver just-in-time, just-in-case, just-enough coaching. More of the same is expected. To bridge the gap to the future, Executive Coaching would be multi-tiered with multiple service providers, and would be reciprocal with learning. In fact, the Summit envisioned in the not very distant future Executive Coaches as trustees of graduate business school programs to offer increased consciousness and guidance on the tremendous impact that the industry as had and can have on bottom line measurements.

Customers/Clients

The future hopes for customers and clients would be that Executive Coaching offers more of all that brings balance, happiness, respite and retreat. Much of the discussion of what the future holds in this arena centered on the topics that Executive Coaches already see as producing those results today. Focusing on the foundational elements of understanding what customers and clients are facing, and fostering strategic thinking and understanding of systems, as well as incorporating technology, bringing awareness with regard to the powerful impact of emotional intelligence, and creating collaborative environments are elements of the industry now. And they will continue to be the bridge to the future. Executive Coaching does now and would continue to afford a certain level of managing diversity, integrating the disparate, providing sanctuary and introducing spiritual elements to the workplace.

Driving Passions

The Summit group envisioned a world where Executive Coaching has a tremendous impact on the expansion of human possibilities with a focus on a keener belief in human potential. The implication would then be that people would more readily desire to connect with life mission, accept being challenged to live big and would more readily step into a place of greatness. Executive Coaches are today experts at the connection between Being, Doing, and Results. Therefore, they would be a tremendous resource for others in the transition to such a future. The key bridge to the future for this arena was cited to continue being who we are as Executive Coaches, focusing on our relationship to self and others, and being a model of personal transformation.

Sharpening the Edge

Looming questions remained to be answered after the group's brief incursion into the concerns and important issues that will ultimately shape the future of Executive Coaching. The most obvious is "**Now that we have envisioned the future, how do we get there?**" A number of other questions lingered unanswered at this point in the Summit's collaboration, including:

- What do clients need from us?
- Where do we go to learn and grow?
- Will we be the same industry in the coming years?

Speculation and envisioning are great preparatory tools for taking action. All agree that action is needed, but the refinement of the issues presented in this paper is a work in process, and must be completed thoroughly before rushing into premature action steps. The bulk of the iceberg lurks just below the surface, yet as this group commits to further intensive and consistent work together, a few more layers of shadowy ice will melt away. The edges sharpened during this summit were those of identification. Perhaps the greatest product of this meeting was the strengthened collaboration of a group of executive coaches committed to excellence for themselves and for their profession. Out of this collaboration will come the next sharpened edges, most likely those of delineation and definition. It will be important to take future steps from this summit's ending place, and not slide backward into reinvention without forward momentum.

Summary Of Findings

One thing is clear from the collaborative results of this Executive Coaching Summit - **the future begins now**. The "think tank" results of this summit are but a skeletal outline from which will come the mandates for future summits. The three main premises of the group's work during this summit are summarized as follows:

- Collaboration in the executive coaching industry must happen. The next step is determining how it will happen, and how this group can facilitate the foundational framework and future of this collaboration.
- The Best Practices of Executive Coaching must be identified, defined, standardized, modeled and made universally and globally available. A huge step has been taken with the beginning of the identification process during this summit. The next step is to continue the identification of all factors, moving fluidly into the clarification and delineation phases.
- The future of Executive Coaching looks incredibly bright with great promise, but the profession is at a critical crossroads. Without the continued efforts of this summit, and others invited into collaboration, this bright future may not be realized. The next step is to continue looking at the possibilities, then determining the plan for making them actualities. We begin living our future today.

There is so much to do, and a real and pressing need to do it as quickly and efficiently as possible. The challenge seems daunting, virtually impossible, when seen by individuals, but exciting and very credible when viewed by the whole. Is the community of Executive Coaches up to the task? This summit thinks so, and we sincerely invite every executive coach out there to join us in this challenge to invent our own future. We can only do it together.

An Afterthought

Your assignment as you read this paper, whether you are a member of this Executive Coaching summit or not, is the same: keep these issues in the forefront of your thinking, devoting thought, time and energy to their continued expansion and development. Keep a journal. When this summit meets again, be ready to share and build on what is presented here. If you are not a member of the Executive Coaching Summit, perhaps it's time you thought about being a part of this committed group. Refer to the ICF Executive Coaching Committee for more information: www.coachfederation.org. We welcome you. Egos need not apply. This is a collaborative effort for the advancement of the entire Executive Coaching industry.

International Executive Coaching Summit Esteemed Participants

The following is a listing of the Executive Coaches who participated in the International Executive Coaching Summit held in October 2000 in Vancouver, British Columbia:

Jeff Auerbach, William Bergquist, Susan Bethanis, Matthew Beucler, Wendy Capland, Judi Craig, Jane Creswell, Suzanne Goebel, Jengiz Gocer, Linda Hall, Leigh Henderson, Mike Jay, Bob Johnson, Stephen Josephs, Steve Levin, Steve Lishansky, David Martin, Christine McCarthy, Linda Miller, Agnes Mura, Bob Niederman, Phillippe Rosinski, Suzi Pomerantz, Jeremy Robinson, Jeannine Sandstrom, Karlin Sloan, Lee Smith, David Utts, Tim Van Slambrouck, Ingrid Wolfson

THOMAS LEONARD: IN MEMORIUM

A CREATIVE GENIUS, UNDOUBTEDLY ONE OF THE FOUNDERS OF COACHING. HIS DEATH SHOCKED SO MANY OF US THAT KNEW HIM. A HUGE LOSS. MANY OF THE PEOPLE WHO ARE NOW THE BACKBONE OF THE COACHING PROFESSION WOULD NOT BE HERE TODAY, IF IT WERE NOT FOR THOMAS AND HIS ENORMOUS VISION.

THOMAS' GENIUS WAS IN CREATING COACHING TOOLS, AND MARKETING THEM. HIS WORK WAS VOLUMINOUS TO THE POINT OF EXHAUSTION. HIS INTENT WAS TO BRING COACHING TO THE WORLD AT LARGE . . . AND HE SCARCELY TOOK BREATH AS HE WORKED TOWARDS THAT GOAL.

SO MUCH OF THE WORLD OF COACHING HAS HIS FINGER PRINTS ON IT. LIKE SOME OF THE GREAT ARTISTS, HIS WORK AND CONTRIBUTION IS LIKELY TO BE MORE RECOGNIZED IN HIS DEATH THAN IT WAS IN HIS LIFE.

THANK YOU THOMAS . . . FOR YOUR INSPIRATION.

- CHRISTINE MCDUGALL

MEMBER
EDITORIAL BOARD
THE INTERNATIONAL
JOURNAL OF COACHING
IN ORGANIZATIONS

SYZERGY

SURFER'S PARADISE
QUEENSLAND, AUSTRALIA
