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A WHITE PAPER ON
PROFESSIONAL COACHING AND WORKING WITH
BARRY ZWEBEL, LEADERSHIPTRACTION®

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Preface

This primer is for those who may be interested in the professional development work of Barry Zweibel, LeadershipTraction. His customized services are particularly well-suited for executives, managers-of-managers, front-line leaders, and high-potential employees interested in:

- Improving/upgrading their executive presence and organizational influence
- Thinking more strategically more of the time
- Collaborating more effectively – up, down, and across the organization
- Driving key business results more effectively
- Transitioning from a manager to leader; from a director to an executive
- Improving delegation and accountability skills
- Asking more powerful questions and listening more deeply, when managing
- Building and sustaining their leadership traction

Additional information is available upon request.

What Coaching is NOT

- Professional coaching is NOT about giving answers – Coaching is about helping people communicate more effectively with themselves so they can figure out their own answers, ones that work best for them and their particular circumstances.

- Professional coaching is NOT just pleasant chitchat – Coaching facilitates deep learning and lasting change. It is a series of meaningful, important, and memorable conversations specifically designed to expertly address articulated goals and objectives.

- Professional coaching is NOT therapy – Most leaders who engage in coaching are already quite successful or well on their way. They are not “broken.” But they typically do benefit from the exploration and reframing of their counterproductive assumptions and behaviors.

- Professional coaching is NOT a “public” interaction – Fundamental to a professional coaching relationship is the creating of a safe, confidential, and relaxed “place” where all topics can be discussed, 1-on-1, without fear of looking weak or incompetent or being harshly judged.

- Coaching is NOT a hammer; it's a fulcrum – While coaching involves accountabilities, it is NOT professional nagging. Rather, it is a method of disempowering one’s self-limiting thoughts, beliefs, and behaviors so that stronger and more beneficial results can naturally occur.
How Coaching Compares to Other Types of Professional Interactions

<table>
<thead>
<tr>
<th>Category</th>
<th>Dynamic of Relationship</th>
<th>Agenda</th>
<th>Direction of Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>Boss-to-Subordinate</td>
<td>“Here’s what I need you to do.”</td>
<td>To the Boss</td>
</tr>
<tr>
<td>Mentoring</td>
<td>Old-Timer-to-Newbie</td>
<td>“Here’s what I’ve done.”</td>
<td>To the Mentor</td>
</tr>
<tr>
<td>Consulting</td>
<td>SME-to-Generalist</td>
<td>“Here’s what you need to do.”</td>
<td>To the Company</td>
</tr>
<tr>
<td>Therapy</td>
<td>Doctor-to-Patient</td>
<td>“Here’s why you feel that way.”</td>
<td>To the Process</td>
</tr>
<tr>
<td>Classroom</td>
<td>Teacher-to-Student</td>
<td>“Here’s what you need to learn.”</td>
<td>To the Grades</td>
</tr>
<tr>
<td>Coaching</td>
<td>Peer-to-Peer</td>
<td>“Help me think this through.”</td>
<td>To Yourself</td>
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</table>

What Coaching IS

- Per the International Coach Federation – “Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”

- Per CBS News – “Coaching is as much a perk to your employees as are their computers. Employees may view coaching as a value added benefit, but the successful organizations see coaching as something much more than a perk. Done right, professional coaching can drive sales, employee engagement, creativity, workplace satisfaction, and bottom line results.”

- Per Georgetown University – “Through coaching, leaders learn how to optimize the value of human capital. Coaching helps them clarify their visions, beliefs, and values, and stretches their capacity to lead and influence. Coaching has emerged as the best way to help individuals learn to think and work together more effectively.”

- Per Forbes.com – “A coach must have the experience and expertise to quickly grasp a leader’s situation, challenge assumptions and choices, and bring credible, fresh ideas to the table. Doing this with your best and brightest is not easy. People, relationships, organizations and behavioral change are what executive coaches know best. When an executive is struggling to learn how to best manage herself and engage others, you’ve found the sweet spot for executive coaching.”
The Three Stages of Leadership Competency Growth

LeadershipTraction helps clients clarify the strategy and underlying psychology of their professional development through the use of the *Executive Intelligence* model of leadership success:

![The Path of Leadership Competency Growth](image)

The LeadershipTraction Philosophy – Coaching Helps Leaders F.O.C.U.S.

In April 2005, The American Society of Training and Development published, *A Strategic Coach*, an article by Barry Zweibel that explained his philosophy on – and approach to – professional coaching. Cited in several books and publications about coaching and mentoring, the article discusses how Barry helps his clients F.O.C.U.S.:

![The Five Steps to Greater F.O.C.U.S. and Achievement](image)
• **F – FACE Your Challenges, Head-on**
  Just getting people to talk about where they’re stuck, or what they might be avoiding, is often enough to help them stare down their ‘scary monsters’ and get back on track. So I help people talk about – and face – what’s really going on; what’s really important; what’s really holding them back in this particular moment.

• **O – OUTSMART the ‘Unhelpful Extremes’**
  People often evaluate their next steps by looking at things in a binary fashion: all or none; black or white; what they’d do in a perfect world scenario or, because things aren’t perfect, sustaining the status quo. By pointing out that the UEs (pronounced “YOU-eese” or “EWW-ies”) are really endpoints of a continuum, I help clients brainstorm concrete alternatives that are viable – that are...in the middle.

• **C – CHOOSE Particularly Powerful Next Steps**
  William James said it best, “When you have to make a choice and don’t make it, that is in itself a choice.” Brainstorming possibilities is an important step, but the choosing of one’s next steps is even more so. So I make sure that you’re not just taking action for action’s sake, but increasingly strategic, savvy, and powerful actions. It’s about choosing specific actionable events that move things forward meaningfully.

• **U – UNHOOK from Your Self-Limiting Beliefs**
  It’s hard to show up as your Best Self, sometimes. Maybe because the stakes feel high. Maybe because the stakes ARE high. Maybe because you’re in unfamiliar territory. Maybe because you’re not focused on right things. Maybe because you’re not sure what the right things are. Regardless, I help you change the ‘inner monologue’ – that judge, critic, narrator, gremlin – or whatever you call it, from undermining your being your Best Self, more readily.

• **S – STRIVE for Increasingly Meaningful Results**
  While effort is important, it’s really about results – about making good things happen sooner. What will move the needle? What will change the game? What will make it clear to all involved that it’s truly a wonderful thing that YOU are involved? That’s what I want my coaching to clarify for you.

(The updated version of F.O.C.U.S. has been provided, above.)
Why Customized 1-on-1 Coaching for *Next-Gen* Leaders/Executives

<table>
<thead>
<tr>
<th>Element</th>
<th>Typical Group Training</th>
<th>LeadershipTraction Engagements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curricula</td>
<td><em>Tends to focus on what ALL next-gen leaders need to learn</em></td>
<td>Fully customized to focus on what EACH next-gen leader needs to learn</td>
</tr>
<tr>
<td>Modality</td>
<td>Typically one-size-fits all, in-person classroom or e-learning format, which facilitates adult TEACHING</td>
<td>Varying platforms (in-person, by phone, email, texting, etc.) to maximize adult LEARNING</td>
</tr>
<tr>
<td>Scheduling</td>
<td>Class schedules are typically preset and inflexible, regardless of attendees functional responsibilities or other time commitments</td>
<td>Coaching conversations are calendared to accommodate functional responsibilities and easily reschedulable, when required</td>
</tr>
<tr>
<td>Attendance</td>
<td>Often considered to be yet another set of mandatory meetings</td>
<td>Considered to be a value-added use of one’s time and effort</td>
</tr>
<tr>
<td>Confidentiality</td>
<td>Attendees are often reluctant to ask what others might perceive as ‘dumb’ questions in a PUBLIC forum</td>
<td>Conversations are PRIVATE so participants can ask whatever they want without fear of being judged</td>
</tr>
<tr>
<td>Success Criteria</td>
<td>Typically a function of HOW MANY people attend the classes</td>
<td>Typically a function of HOW MUCH each participant has learned/ grown</td>
</tr>
<tr>
<td>Post-Program Support</td>
<td>Limited post-program support, if any</td>
<td>Extensive post-engagement support via ‘routine maintenance’ calls and special <em>ad hoc</em> coaching, as needed</td>
</tr>
<tr>
<td>Impact on Current Business Priorities</td>
<td>Related to, but typically separate from, ongoing priorities, responsibilities, and challenges</td>
<td>Directly addresses real-world, present-day, priorities, responsibilities, and challenges</td>
</tr>
<tr>
<td>Cost/Value</td>
<td>Less expensive per attendee, but rarely has lasting impact</td>
<td>More expensive per participant, but can dramatically affect participants – and those they interact with – in positive and permanent ways</td>
</tr>
<tr>
<td>Best Use</td>
<td>Providing as much information to as many people as possible, in as short a period of time as possible</td>
<td>Upgrading the leadership presence and business savvy of current and future leaders</td>
</tr>
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Client-Reported Leadership Competency Growth and Development

Client-Reported “Rapid” Return-on-Investment* (RROI)

* The term Rapid Return on Investment (RROI) is preferred to the more-standard “ROI” because specific behavioral and attitudinal improvements typically start on Day One of a LeadershipTraction coaching engagement and continue from there.
About Barry Zweibel, MBA | Master Certified Coach

Barry Zweibel, President | Master Certified Coach, runs LeadershipTraction and its parent company, GottaGettaCoach!, Inc.

A former executive and corporate officer in the high-tech world, adjunct instructor at Northwestern University, and many a boss’ go-to person, Barry Zweibel honed his leadership skills in the real world of mission-critical operations. Whether presenting in the boardroom, managing the crisis of an untimely systems outage, or casually chatting over a cup of coffee, he proved himself to be a caring, capable, professional known for insuring consistently excellent results.

Since 2000, he’s been using these skills, along with his extensive coach training and learning library, to accelerate clients’ executive presence, leadership effectiveness, how they work up, down, and across the organization, and their strategic thinking.

Barry is considered by many to be a subject matter expert on a variety of personal and professional development topics. His own articles on leadership, conflict management, career planning, and coaching have been widely published, and several authors have cited Barry’s work and influence in their own writings about leadership, professional development, sales, and coaching:

Beyond that, Barry Zweibel has the uncanny ability to help executives get better traction with their most nagging concerns. Seasoned executives, managers-of-managers, first line supervisors, and high-potential employees, alike, seek his fully-customized and confidential, 1-on-1, coaching, mentoring, leadership development, and career acceleration services.

His warmth, humor, and good nature also benefit those looking to improve their confidence, creativity, charisma and work/life balance, as well.
Endorsements and Testimonials

- “Barry has a unique gift of listening and asking the right questions to drill down to the key points and identifying patterns. He made me think about and question my long-standing, self-limiting, assumptions and thoughts and then gave me ways to overcome them. I liked the way he never told me what to do. Instead, he helped me tell myself what to do.” - Director, Human Resources/Government, Louisville

- “Barry speaks to the human element that we all deal with in business which underlies many of our interactions on a daily basis at work. He was completely engaged in the conversation and attaining some results from it. He helped me get to another level of communication in my new position which has greatly helped, not only me, but the entire office. I didn’t feel like his ideas were a pre-programmed ‘canned’ process.” – Vice President, Financial Services, Minneapolis

- “I’ve known Barry for many years now and he is an extremely effective and skilled motivator. His ability to identify the pebbles and potholes in your personal road to goal attainment is uncanny. I have had the pleasure to work with Barry during his role as an executive and in his role as a coach and in both capacities he has been consistent as a top performer!” - Director, IT/Financial Services, Chicago

- “Barry’s unique approach has given me something infinitely more valuable than just the typical ‘leadership inventory/toolkit’ – he’s helped me find my own, authentic, leadership voice.” - Managing Director, Sales/Financial Services, Dallas

About LeadershipTraction

Too many Executives, Managers-of-Managers, and Emerging Leaders spend too much of their time spinning their wheels – working hard, working smart, working a LOT – but still don’t have the impact or influence they want, STILL don’t achieve the game-changing results their employers need, and STILL aren’t being the kind of Leader they always HOPED they could be. It’s not for lack of trying – no, that’s not it. It’s not for lack of opportunity, either.

But Executives, Managers-of-Managers, and Emerging Leaders, such as yourself or those who work in your organization, cannot afford this type of slippage – neither from yourself nor the people on staff. There’s too much to do, too much riding on what you can or cannot accomplish – too much hanging in the balance of what you can or cannot make happen.

LeadershipTraction can fix this.
The MISSION of LeadershipTraction

LeadershipTraction is a Division of GottaGettaCoach!, Inc. (which was founded on July 4, 2000 – Independence Day!) for the purposes of helping executives, managers-of-managers, and emerging leaders such as yourself, or those in your organization, accelerate their leadership growth and development so they can take increasingly powerful steps to further their key business goals and objectives. This benefits not only the companies they work for, the people they work with, and the customers they serve, but also, quite candidly, themselves.

The VISION of LeadershipTraction

That a person’s personal and professional growth can be accelerated by 3-5 years by helping them think, feel, believe, and do in increasingly meaningful, relevant, and powerful ways.

The Core VALUES of LeadershipTraction

- Adhere to the highest of Ethical Standards at all times
- Have a bias toward Making a Meaningful Difference
- Coach as Powerfully, and Masterfully, as possible
- Challenge, Support, Respect, and Regard
- Seek, Learn, Grow, Share

About the LeadershipTraction Logo

Look at the image from above (as if you were looking down at it from atop a building) and you can see two people, arms up at shoulder height, pushing against each other – not angrily, but in a supportive way.

The single big dot in the middle represents those two people (coach and client) “putting our heads together” – literally and figuratively – collaboratively, in service of accelerating the client’s professional development.

My coaching, after all, is really a form of progressive resistance: Private and respectful conversations that increasingly “push back” against your self-limiting thoughts, feelings, beliefs and actions (and inaction) so you can learn, grow, and achieve more, with far less stress and strain on you and those around you.

That is the work we do. Those are the outcomes of working with Barry Zweibel. And that’s why the logo.

Learn more about the Rapid Return on Investment and other business-based outcomes typically derived from the very first conversation with Barry Zweibel, of LeadershipTraction.
And don’t miss what clients have to say about working with Barry, either.

Contact Barry Zweibel Information

- Phone: 847-291-9735 (Central Time Zone)
- Email: info@ldrtr.com
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