

# Changing the Changes in You and Around You

## An Interview with Robert Dilts on Organizational Coaching, Transformational Change and their Benefits

**Robert Dilts**, the world's best-known NLP developer, author, coach and business consultant, will be in Bucharest, Romania from **April 24 to April 26, 2009**, presenting a life-transforming workshop on **“Coaching at Identity Level”**, together with **Deborah Bacon-Dilts**.

**Competent Consulting**, Romanian leader of business-class NLP training and coaching, is sponsoring this event at **Crowne Plaza Hotel**.

In order to introduce himself to Romanian public, Robert answered to a series of questions addressed by **Daniel Bichiș**, the Romanian pioneer of NLP and EQ coaching and training.

**In many companies, the practice of coaching is now largely diffused, according to you why has this new tendency such a big success?**

Many companies and organizations are opting for coaching of these types, in place of or in addition to training. Because coaching is more focused, solution-oriented, contextualized and individually targeted, it is frequently more cost effective than traditional training methods in producing real change.

**How does the coaching that you practice in companies works? And to whom is it directed in general, to a top manager, to a team?**

Coaching in organizations involves a variety of ways of helping people perform more effectively, including project, situational and transitional coaching. Project coaching involves the strategic management of a team in order to reach the most effective result. Situational coaching focuses



on the specific enhancement or improvement of performance within a context. Transitional coaching involves helping people move from one job or role to another. The essential question to be addressed by all types of organizational coaching is, *“How can the organization be made more effective through the personal development of individual managers and leaders, acting independently and in teams?”* To provide the practical answer to this question, executive coaching for organizations covers a range of activities, including:

- **Personal development in a non-therapeutic context**, which is aligned with the goals of the organization.
- **Business consulting** on a one-to-one basis.
- **Organizational transformation** through individual and organizational alignment toward future goals.

Common issues dealt with in executive coaching involve those necessary in order to reach desired outcomes in key areas of business and entrepreneurship including:

- Generating possibilities**
- Making choices**
- Setting expectations (self/other)**
- Communicating clearly**
- Managing time**
- Learning from past mistakes**
- Solving problems**
- Improving working relationships**
- Managing up/down**
- Balancing personal and professional life**



### **Which are the basic Rules (or strategies) for a truly effective coach?**

Coaching methods involve drawing out and strengthening people’s abilities through careful observation and feedback, and facilitating individuals to act in coordination with other team members. Effective coaches are able to listen carefully to their clients, ask key questions, attentively observe their clients’ behaviors and give them tips and guidance about how to improve in specific contexts and situations. Small “c” coaching is more focused at a behavioral level, referring to the process of helping another person to achieve or improve a particular behavioral performance. Small “c” coaching methods involve skills and strategies related to guiding, caretaking, performance training and teaching. Large “C” Coaching involves helping people effectively achieve outcomes on a range of levels. It emphasizes generative change, concentrating on strengthening identity and values, and bringing dreams and goals into reality. This level of coaching emphasizes the skills and strategies of mentoring, sponsorship and awakening

### **You are a modeling sponsor (supporter), which are according to you, the characters or the professions that can better being emulated in order to be a good coach?**

Coaching methods derive primarily from a sports training model, promoting awareness of resources and abilities, and the development of behavioral competence that is “in the muscle.” In general, coaching is the process of helping people and teams to perform at the peak of their

abilities. It involves drawing out people's strengths, helping them to bypass personal barriers and limits in order to achieve their personal best, and facilitating them to function more effectively as members of a team.

Coaching emphasizes generative change, concentrating on defining and achieving specific goals. They tend to be highly solution focused, promoting the development of new strategies for thinking and acting, as opposed to trying to resolve problems and past conflicts.

### **Can you help me in clearing up with some examples what you mean with “transformational change” and what does it implicates for people and for companies?**

Transformation involves change in a person's or organization's deeper structure. Transformation implies a major change in form, nature, or function (as when “a small company” is transformed into “a world class organization” or when a person shifts from being an employee of someone else to starting a business on his or her own). Transformation thus involves a more profound level change (such as one at an identity level). It is not just a change in what you do and how you do it, it is a change in who you are and why you are doing what you do.

### **How did it come to you the idea of a course about the “Identity Coaching”? Why did you think about focusing the course right on the identity level?**

“Identity” relates to our sense of who we are. People often experience the deeper sense of their identity as a “source,” “center” or “essence” that is always with them. According to the NLP neurological levels model, identity is a level of change and experience that transcends and organizes our values, beliefs, capabilities, behaviors and choice of environment. Thus, changing on an identity level will automatically bring change on all of the other levels. Our sense of identity also relates to our perception of ourselves in relation to the larger systems of which we are a part, determining our awareness of our “role” and “mission.” Thus, perceptions of identity have to do with the answers to questions such as *“Who am I?”* *“What are my limits?”* and *“What is my purpose?”* Therefore, coaching at an identity level supports people at the most fundamental level of change.



### **In which way the coaching interventions at an Identity level can support and sponsor the many identity loss inside the companies due to merging and outsourcing?**

Identity is a level of change and experience that is distinct from our beliefs, capabilities, behaviors and environmental input. When we say, “I experience X,” “I do X,” “I understand X,” “I believe X about myself,” etc., we refer to an “I” that is inherently different from the experience, behavior, understanding, belief, etc. It is on a deeper level—i.e., it transcends yet includes our other levels of experience. It is the entity that is doing the experiencing,

understanding, believing, etc. Coaching interventions at an identity level help people and companies to reconnect with their deepest levels of mission and commitment in times of change. In fact, the term “identity” comes from the Latin Idem, which literally means “the same.” According to Webster’s Dictionary, identity is “Sameness of essential or generic character in different examples or instances.” In this sense it is related to that which is unchanging and runs like a thread across contexts and is expressed in everything we do. It is our identity that organizes our beliefs, capabilities and behaviors into a single system. This type of integration is critical in the face of crisis, or during merging and outsourcing.

### **Which was the biggest satisfaction that you had as a coach and why?**

The biggest satisfaction I get as a coach is seeing people genuinely change and take charge of their lives and become more of who they truly are.



If you are interested in getting all these benefits for you and your organization, get more details on Robert’ and Deborah’s workshop on [www.dilts.ro/en/](http://www.dilts.ro/en/) and reserve your place to what the media already presents as being the “Coaching Event of the Year 2009 in Romania”.

## **Tip:**

**There is a huge 130 EUR bonus reserved for early birds like you, which reserve their place before January 15, 2009. Therefore, act right now and get all the benefits of this workshop!**