

distinctions

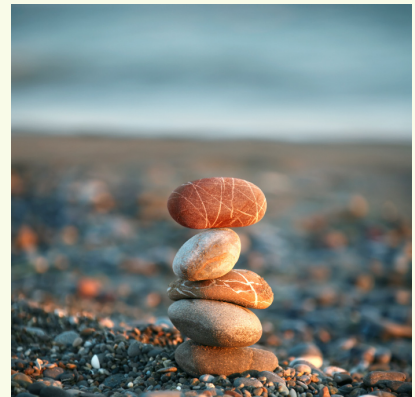
THE QUARTERLY NEWSLETTER FOR CLIENTS AND FRIENDS OF

N E W V E N T U R E S W E S T

This Time Let's Work at the Core

by James Flaherty

Much of the time Integral Coaching begins with the precise situation the client is in and how s/he is bringing it about. A situation is never a “given,” but it is always in each case a creative project; for example, there is not a common situation called “work.” Each of us brings our individual projects to the geographical/sociological location of our job and carve it into or arrange it into or structure it into a situation.



Our projects are what we are always up to. They take many forms which are almost always symbolic. For example; my project (most of us don't know what this project is even though we are acting from it all the time) could be being well thought of, and I would use that intent to structure anyone/anything I encounter. Symbolism comes in when I do something that in my imagination is helpful, e.g., leave the last doughnut in the box, when in fact everyone has gone home and doesn't care about it at all.

From what I'm saying perhaps you can see that by studying ourselves or our client through a series of situations it's possible to uncover the client's project, which in this article I'm calling “working at the core.” Getting there requires us to let go of any pre-existing categories (which is one of the reasons Integral Coaching is distinct from many types of psychotherapy, which have long lists of syndromes and complexes that clients can have), because each person will have a particular way to symbolically enact the project—that will nonetheless make sense given the cultural time and place. Ten people working at the same job, doing essentially the same tasks, in the same location, receiving the same pay will have 10 different projects.

Asking someone what s/he is up to—what the project is—will never work because, although we are acting from our project, we don't know it in a way that we can speak about. It's analogous to understanding how

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❖ SEE A SPECIAL MESSAGE FROM JAMES ON THE LAST PAGE. ❖



we digest a food: we do it every day but without being able to say how we do it. Of course we have explanations about what we're doing or we take on those that have been given to us. The explanations, besides being inaccurate, frequently blind us to times when we're acting contrary to how we know ourselves, as when someone who considers himself kind acts rudely. Only by studying many situations over time can we begin to detect the through-line, the underlying pattern: our project.

Maybe from what I'm saying you can appreciate the central importance of self-awareness exercises in Integral Coaching. Clients observe the situations they create over a period of time and from there can begin to see the pattern that is their project.

Uncovering our project is the beginning of genuine self-knowledge. It's also a first step in being truly fulfilled because symbolic acts never quite register as what we truly intend (or want, or desire), which is why we keep going after them again and again.

We get worn out, burned out by trying to perform enough symbolic actions to feel the relief that only comes when we act in accordance with our true desire, our authentic project. Going faster, being better than others doesn't help either. But you've noticed this.

Many of us live in this worn-out, burned-out stage concluding that it's inevitable, that somehow it will

work itself out or that the salary we receive is fair compensation. We don't know that we are constructing these situations that wear us down in order to act out a project that is outside of our awareness.

This is my diagnosis for our current contagion of busyness.

Busyness cannot be resolved by becoming more efficient but must be dealt with at the core, which must simultaneously be expressed in a form that super-busy people can take on. How do you see this in your own life? With your clients?

I take up this cause in our upcoming *Coaching Reunion Weekends* and their follow-up teleclasses.

Our next San Francisco *Roundtable* will provide powerful methods for intervening with our busyness as well.

The poems that follow, the book of the quarter and the practice of the quarter have more on this topic.

Take care of yourself.

Love,

Free
Coaching Roundtable

Spend a full day with James approaching new ways to stay resourceful and serene in the midst of busyness.
Coming up **November 20**
in San Francisco.
Register now.

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PRACTICE OF THE QUARTER

Focus: Our Project

Please take up this practice for 45 days.

Please stop three times per day and write out your answers to the questions so that you can begin to notice patterns, which is the whole point of this activity. The practice draws upon the distinctions from the lead article of this issue of *Distinctions*.

During this period of time:

- What did I see/feel/respond to as the most important people, activities or problems?
- For these events, where did I see/feel my responsibility beginning and ending?
- Which of these events did I spontaneously enter into with no thought or consideration?



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THWARTING YOUR INNER CRITIC

Learn to tame the inner voices that rob you of your vigor and self-esteem. This *Master Class* topic was so popular, we made it into a permanent offering. [More info here.](#)



Sarita Chawla,
leader and designer

BOOK OF THE QUARTER

The Way We're Working Isn't Working

by Tony Schwartz
Free Press, 2010
Hardcover, 352 pages

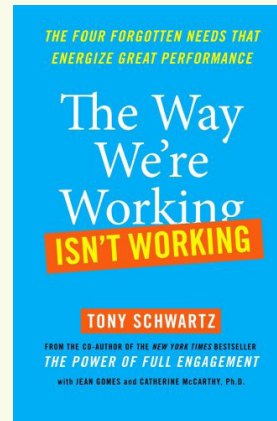
The title of this book is self-evidently true for every working place I've walked into in the last 10 years. The challenge for coaches, leaders and workers is what can be done about it given how hard-pressed everyone is. The authors have taken this challenge seriously and done some important research, backed by scores of scientific studies, and tried out their theories in dozens of fast-paced organizations.

The book then is full of practical methods for breaking the current cycle of burnout and replacing it with a renewal cycle. Refreshing and sustaining the body though is only the first step in shifting how we work. The next essential area is working with our emotions, followed by our central need to contribute and capped with our deep desire for significance.

In other words the authors advocate a convincing full-spectrum approach, one deeply rooted in practice and experience, and robust enough to push back our habits, however deeply ingrained.

I've experimented a bit with the book in corporate settings and merely showing the first chart of the distinction between a burnout cycle and a renewal cycle brings immediate recognition and introspection. Recognition spontaneously arises – the first step in doing something about it.

—James Flaherty



Summary

Scale 0-5



Usefulness



Accessibility



Rigor



Potential to Change Reader

POEMS OF THE QUARTER

Poems by Dean Young

The New Optimism

The recital of the new optimism
 was oft interrupted, rudeness
 in the ramparts, an injured raven
 that needed attendance, pre-op
 nudity. The young who knew everything
 was new made babies who unforeseeably
 would one day present their complaint.
 Enough blame to go around but the new
 optimism didn't stop, helped one
 pick up a brush, another a spatula
 even as the last polar bear sat
 on his shrinking berg thinking,
 I have been vicious but my soul is pure.
 And the new optimism loves the bear's
 soul and makes images of it to sell
 at fair-trade craft fairs with laboriously
 knotted hunks of rope, photos of cheese,
 soaps with odd ingredients, whiskey,
 sand, hamburger drippings, lint,
 any and everything partaking of the glowing
 exfoliating cleanup. And the seal
 is sponged of oil spill. And the broken
 man is wheeled in a meal. War finally
 seems stupid enough. You look an animal
 in the eye before eating it and the gloomy
 weather makes the lilacs grow. Hello,
 oceans of air. Your dead cat loves you
 forever and will welcome you forever home.



Dean Young

Speech Therapy

The ugly duckling remained ugly
 its whole life but found others
 as ugly as itself, I guess that's the message.
 Smoke rises from the heads in the backyard.
 Do you think if I hang around here long enough
 someone will proffer a muffin,
 one skulking shadow to another?
 Soon, my shoes will be part of the populous dirt.
 Have I learned all the wrong lessons,
 the ones you shouldn't know until
 the last dew-clogged lawn is mowed
 and the sun goes down on the ruined battlements?
 Why was I given a toy train if not
 to stage stupendous wrecks? Sure,
 I can walk by the sea holding a hand
 with as much melancholy as the next fellow,
 substituting the cries of slammed waves
 for the droll adumbrations of distraught
 skeletons, the day taking on the sheen
 of a stone removed from the mouth
 and skipped between the breakers jubilant and sunk.



The Straightforward Mermaid
by Matthea Harvey

The straightforward mermaid starts every sentence with “Look . . .” This comes from being raised in a sea full of hooks. She wants to get points 1, 2, and 3 across, doesn’t want to disappear like a river into the ocean. When she’s feeling despairing, she goes to eddies at the mouth of the river and tries to comb the water apart with her fingers. The straightforward mermaid has already said to five sailors, “Look, I don’t think this is going to work,” before sinking like a sullen stone. She’s supposed to teach Rock Impersonation to the younger mermaids, but every beach field trip devolves into them trying to find shells to match their tail scales. They really love braiding. “Look,” says the straightforward mermaid. “Your high ponytails make you look like fountains, not rocks.” Sometimes she feels like a third gender—preferring primary colors to pastels, the radio to singing. At least she’s all mermaid: never gets tired of swimming, hates the thought of socks.



Matthea Harvey

NVW coaches' program receives 2010 ICF International Prism Award

The **Personal Excellence Program** (PEP), founded by former NVW faculty member Pam Weiss through her company **Appropriate Response**, has won Genentech the ICF's most prestigious annual award: the Prism Award. NVW faculty members Carole Henmi and Ruben Rodriguez are among the coaches that have worked with over 400 Genentech employees. Congratulations Pam, Carole, Ruben, and everyone else involved in PEP! [Read more.](#)



Coaching to Excellence coming to India



Thanks to a very dedicated team of past and current PCC students (and our wonderful faculty member, Sarita Chawla) we are thrilled to announce that this December will see a *Coaching to Excellence* in Mumbai. A very special message of gratitude to Mahesh Deshmukh, who is co-hosting the class and serving as our contact person in India. Live in the area? Find out more information [here.](#)

First London class up and running

Second class slated for next year!

Our first *Professional Coaching Course* ever held in the U.K. got off to a wonderful start this October. With a full room of shining student faces and an all-star faculty (including our newest faculty member, London-based Justin Wise, right), the first session of the year-long class was powerful for everyone involved. And now, hot off the presses, [dates released](#) for a second London class, starting next fall!



Justin Wise

N V W GRADUATE DEPT

THE GRAD BLAST

for graduates of the *Professional Coaching Course*
by Maryellen Myers



Welcome Readers!

Our family is growing! This quarter, we have two new NVW team members. Charming Joy Mazzola (class of 2010) has joined the SF office staff, and Therese Tong (class of 2004) has become NVW's eyes and ears in the Asia Pacific region, as our Regional Rep. Welcome Joy and Therese!

ENCORE.... ENCORE.... Back by popular demand, Sarita Chawla will be teaching an expanded version of last year's popular *Master Class* on the inner critic with a new name, "**Thwarting the Inner Critic**" in San Francisco, April 13-14, 2011... Earn ICF CCEUs if you need 'em, and also get recertified for a full year. This critically acclaimed class is now open to the public, so invite your friends and family members.... they've all got an inner critic that needs thwarting. Critically acclaimed, get it? Inner critic, critically acclaimed! OK, I'll stop now.

Calling all contributors for the new Integral Coaching Blog (launching soon)! We are expanding **James's Blog** and are inviting graduates to both write posts as well as just contribute ideas for what might make the blog great! Please contact Devin at devin@newventureswest.com if you're interested.

My Kinda Town... A group of New Ventures West graduates in the Chicagoland area is starting a New Ventures Midwest Alumni Group and are hoping past graduates of NVW are interested in joining them.... (Might be smart to dig out your potluck recipes.) Contact **Paula Giovacchini** at paula@giogroupinc.com.

What are our Grads up to?

Cathy Raines (2002) will take on a new position as the director of leadership and career development at the US Fund for UNICEF.

Mike Cohen (2003) is finding self-expression with his passion for Kirtan (sacred chanting from the Yogic traditions). He tours, teaches workshops, records, heck, I bet he does yoga, too. Look him up on YouTube and Amazon. Download a free song at <http://mikecohenkirtan.com/get-free-download/>

Nancy Mims (2003) has moved from the SF Bay area to Colorado Springs, CO... I see snow-boarding in your future, Nancy.

Melissa Rempfer (2010) has relocated to London, England and has a guest room....and no kidding, **willing to host PCC Students in the London class**. Contact me at **the office** if you're interested.



From left: Sandy Hogan, Nan Carle,
Joan Martin, Pam Garland

In other news...

Former NVW faculty member **Pam Weiss** (1996) accepted the **Prism award** at the ICF conference in Texas on behalf of Genentech. It is Pam's work with over 400 employees that landed Genentech this award. Mazel tov to Pam and to Genentech for their visionary work!

Arizona Coaches (left) meet quarterly in Tucson for support, community and coaching consults... Thanks for the photo opp... It's a dry heat, right?

Hey, Enneagram lovers! Spend 20 minutes helping an independent researcher to validate the Enneagram by taking her fun & **easy test here**. No prior experience required!

VEGAS, BABY.... The 2011 ICF conference folks are asking you—yes, you—to to submit a proposal for the 16th Annual International Conference to be held in Las Vegas, Nevada, from September 24-27. Check out the **ICF website** for the details. Meanwhile, I am starting to memorize the blackjack rules in prep for the conference...hit me, stick, double down, mostly working on hiding my tell.

Come see us in Florida: NVW will be exhibiting at the Brief Therapy Conference in Orlando next month. I will be attending and I invite you to stop in the NVW booth; I promise not to do anything therapeutic on you. It's at the Hilton at Disney World, December 9 to 12. Hope to see you there!

Congratulations and Welcome to Our New Graduates:

- Ana Aristizabal, Bogota, COLOMBIA
- Michelle Beck, Singapore, SINGAPORE
- Ali Boyd, Denver, CO
- Victoria Brown, Walnut Creek, CA
- Charlie Carr, Los Angeles, CA
- Vaishali Chadha, Hillsborough, CA
- Darrell Chambers, Vancouver, BC CANADA
- Miryam Chavarria Romero, Seattle, WA
- Sara Collins, Harvard, MA
- Helen Costick, New York, NY
- Brian D'Emilio, Berkeley, CA
- Sue DeMarco, Hampton, NH
- Marco Dettling, Carolina, PUERTO RICO
- Suzanne Dubus, East Kingston, NH
- Francesca Eber, Singapore, SINGAPORE
- Len Falter, Lemoore, CA
- Camilla Field, San Francisco, CA
- Teresa Garza, Miramar, FL
- Richard Griffin, Wilton, NH
- Dan Hawthorne, Marblehead, MA
- Linda Hipsman, Marietta, GA



Boston "P" Class

- R. J. Jennings, San Rafael, CA
- Cathy Johnson, Singapore, SINGAPORE
- Che'row Johnson, Detroit, MI
- Mark Johnson, San Francisco, CA
- Robert Kenfield, Richmond, BC CANADA
- Larry Loh, Medfield, MA
- Isabel Londono, Bogota, COLOMBIA
- Farooq Malik, Oakland, CA
- Janice Moore, Rockville Centre, NY
- Veronica Neal, San Leandro, CA
- Teri Nestel, Cottonwood Heights, UT
- Harriet Nezer, Arlington, MA
- Ann O'Fallon, Minneaoplis, MN
- Donna Percival, San Francisco, CA
- Namratha Roy, Beijing, CHINA
- Plamen Russev, Atlanta, GA
- Greg Rydquist, Half Moon Bay, CA
- Juliet Saxe, Berkeley, CA
- Vivek Saxena, Bangalore, Karnataka INDIA
- Rob Schilling, Singapore, SINGAPORE
- Katsuko Sugiyama, Belmont, MA
- Alison Tan, Shanghai, CHINA
- Vincent Tan, Penang, MALAYSIA
- Nathan Tolman, San Francisco, CA
- Vanae Tran, Palo Alto, CA
- Peggy Veres, Medina, OH
- Jane Wells, Concord, MA



Faculty of the recently graduated "R" class
 From left, seated: DJ Anderson, Robin Parker Meredith,
 Sarita Chawla, Shannon Small
 Standing: Cara Jones, Melanie Rudnick

Keepin' it real,
Maryellen Myers
 Director of Graduate Development

COURSE SCHEDULE

COACHING ROUNDTABLES

One-day free seminars for graduates and guests.

San Francisco November 20
February 26, 2011
June 11, 2011

Cost: Free

COACHING TO EXCELLENCE

Two interactive days on the foundations of coaching.

Chicago January 25–26, 2011
San Francisco January 26–27, 2011
March 23–24, 2011
Washington DC February 2–3, 2011
Boston March 1–2, 2011
Seattle April 26–27, 2011

Cost: \$695

PROFESSIONAL COACHING COURSE

Certification program for independent and corporate coaches. Year-long programs begin:

San Francisco March 2011
June 2011
Washington DC March 2011
London November 2011*

Cost: \$9,500
*£8,000

INTEGRAL COACHING PRINCIPLES

Three days for experienced coaches from other schools and disciplines.

Seattle March 10–12, 2011
San Francisco April 6–8, 2011

Cost: \$1,275

STUDY GROUP WITH JAMES

Monthly conference calls with guest authors applying current texts to coaching cases.

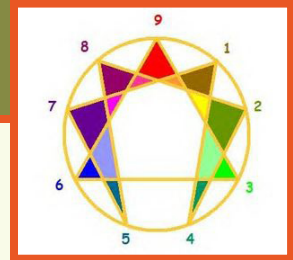
Quarters begin January, April, July, October.

Cost: \$375/Quarter

The Enneagram & Integral Coaching

Find out more about this breakthrough class taught with the co-founder of the Enneagram Institute.

June 19–24
in San Francisco



THWARTING THE INNER CRITIC

Learn to tame the inner voices that rob you of your vigor and self esteem.

San Francisco April 13–14, 2011

Cost: \$675

COACH AS ENTREPRENEUR

Build your business as a coach by developing your skills and way of being as an entrepreneur.

San Francisco December 1–3
July 21–23, 2011

Cost: \$1,495

CTE LEADERSTRAINING

Spread this work to others. Become licensed to teach Integral Coaching®.

This July in San Francisco.
All certified Integral Coaches® are eligible.



A SPECIAL MESSAGE FROM JAMES

BREAKING FREE FROM BUSYNESS

Time, meaning and belonging:

Finding our place beyond speed, competition and fear

At our upcoming *Coaching Reunion Weekend* and follow-on teleclass, we will reveal and explore the core of the contemporary contagion of busyness. We will work at the level of our deep longings, primal fears, powerful forces from our past and the crushing pressure of what must be done.

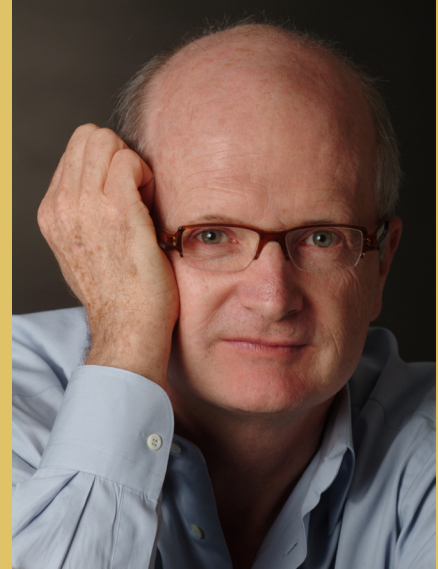
The power of our process will carve out space for us to reconnect deeply with ourselves. We will re-find our own personal rhythm, discover the true threads of meaning running through our whole life and establish ways of living that originate in our purpose and flow out into everyday activities.

I am extraordinarily passionate about this topic. I am fully committed to ending the needless suffering and waste that are both the source and the product of our busyness.

Our busyness is really a distraction from doing the important work that humanity and all living systems on Earth right now are crying out for.

We are at a tipping point – which way will we go?

Please join me.



What participants in Montréal have said about the class...



“I felt my understanding blossoming and giving way to the most beautiful experience of myself and others. Time stood still—I was home.” – Fiona Stott

“It was an incredible and very freeing experience. I feel spacious, light, and way more at ease facing time and performance pressure.” – Gaetan Pellerin



“James, in his playful, honouring, and impossibly truthful way, took us through an exploration of the foreground, middle ground, and background of our lives—and then beyond to the truly yummy part.”
– Gonzalo Peralta