

CASCADING ALIGNMENT

Roger Taylor and Mary Beth O'Neill



LEADERSHIP ALIGNMENT CYCLE

TABLE OF CONTENTS

Introduction	3
Practice Overview	11
Plan for Each Practice Step	12
Prepare Yourself for the Challenges of Cascading Alignment	15
Cascading Alignment Outcomes	17
Self Assessment	19
Results of Self Assessment	20
Cascading Alignment Prep Worksheets	21
Products and Services	23
BIOS	24

INTRODUCTION

Welcome to our Cascading Alignment tool for leaders, a tool that will help you get your leadership team organized to ensure that your goals and expectations are included in throughout the entire organization to deliver leadership and results. The practice describes how to use your team as a leadership force to...

- 1) Lead your team to plan for creating organizational alignment in their areas
- 2) Address the expected disruption naturally created by new goals and expectations
- 3) Lead you team to support and challenge each other to respond to the disruption

We each have worked over 30 years as executive coaches and leadership consultants to executives in Fortune 500 companies in a variety of industries. We help leaders both to mobilize their teams and to get results. Many leaders have not figured out how to integrate this double mandate. This Cascading Alignment practice is one of a suite of tools helping leaders to do just that. We call that suite the Leadership Alignment Cycle and we have seen leaders use these tools to great effect.

Over several decades, we encouraged and witnessed these interaction patterns that create success. We have discovered -- with our clients -- the reliable and repeatable interactions between a leader and team that boost productivity, engagement, commitment, and results. By working the elements of the Leadership Alignment Cycle, you take advantage of huge opportunities for everyone's success and satisfaction that most leaders miss.

As a leader, you need to stay focused on the key opportunities and challenges at your elevation. You can't be overly absorbed by whether your entire organization is aligned with the vision and goals. That's why you have a leadership team, and you expect them to ensure that all the horses are pulling in the same direction.

The Cascading Alignment tool will help you ensure that *your team is ensuring* that the whole organization is committed to your strategic priorities, so that everyone is working

together to achieve the desired vision and results. This requires an interaction practice to do the crucial work of creating consistent messaging and plans so that key leadership visions, strategic decisions, and plans are cascaded down through your organization. Effective interaction – communication – is the best way to ensure that you can rely on your team to make it happen.

Using this tool will help eliminate two big reasons that teams don't execute successfully on decisions and plans: inconsistent communication about goals and expectations, and unaddressed challenges and crucial input to leadership and management direction. The leap from decision to implementation, without taking the time to address these problems often guarantees that the implementation will falter or fail.

ALIGNMENT - THE KEY TO SUCCESS AND SATISFACTION

The Leadership Alignment Cycle is a sequence of ground-breaking leadership practices that:

- Accelerate breakthrough results
- Reduce confusion, conflict, and wasted effort
- Increase value and satisfaction of meetings and interaction
- Provide a framework for leadership development
- Transform the culture of the organization

The Leadership Alignment Cycle is a set of groundbreaking interaction practices that guide leaders to address alignment as they –

- Create a leadership vision
- Address team reservations and commitment
- Coordinate departments
- Cascade alignment throughout the organization
- Develop talent and performance

The Leadership Alignment Cycle activities rely on the following principles:

1. Leadership activity must be oriented toward tangible results.
2. Leaders must lead, and teams must influence within parameters of desired outcomes
3. Success depends on getting everyone working together in the same direction
4. Leading with maturity promotes both results and satisfaction
5. Interpersonal skill and emotional intelligence are prerequisites
6. Personal development never ends for leaders
7. Authority is a resource, neither a weapon to be wielded nor a danger to be avoided.
8. Leadership practices cannot occur by email; they require live interaction.

At each step along the way, alignment means getting the horses pulling in the same direction, and this often means addressing both conflict (managing different perspectives) and authority (managing who decides), as you work to achieve results.

Conflict and authority are often thorny topics that people (and leaders!) avoid, precisely because they don't have a reliable way to navigate the dangers. After enough painful failures, leaders often avoid the risks altogether. They know this evasion costs them progress, but the threat of getting into trouble with others can be too much to face.

These leadership practices will help you guide your team through these hazards, building resilience along the way. As we mentioned earlier, what is most often missing when leaders fail is the thoughtful use of interaction practices as leaders accomplish these important tasks with their teams.

Great leaders have a clear perspective on the need for effective interaction to achieve results in their organization, as well as what constitutes both effective and ineffective interaction. Their images of great and poor interaction drive what they pay attention to with their team and how they intervene as leaders. High quality alignment requires direct and open interaction among your team – as a group. As a leader, you need people at all levels in your organization engaged and committed to this important priority.

LEADERSHIP MATURITY

In order for any leader-team interactions to be successful, they require you to bring authenticity and rigor to your leadership. From our experience, leaders face four consistent choice points which, if they exercise maturity, they can deliver outstanding results. You will find that the Leadership Alignment Cycle tools stretch you to develop your Leadership Maturity, which deals directly with the following four choice points.

The Leadership Maturity choice points are --

- Face vs. avoid leadership challenges
- Use vs. abuse or refuse authority as a resource
- Integrate vs. separate leadership maturity, team functioning, and results
- Shift vs. tolerate unproductive interaction patterns*

Leadership maturity drives alignment, and alignment drives outstanding results. This requires transforming how you show up to lead. The secret to leadership maturity is how well you embody and balance “backbone and heart”[®] as you face the four choice points with your team. As a leader, you are challenged to: 1) choose your stance, AND 2) value other's interests as much as your own, and then 3) use your authority to decide or delegate appropriately, and ensure that other's resolve their reservations to commitment. What is most often missing when leaders fail is the thoughtful use of this kind of direct interaction as a practice. Only through these mature interactions can you address important issues of conflict and authority, and create committed, well-coordinated leadership teams that cascade that alignment throughout the rest of your organization.

*** NOTE ABOUT PATTERNS:** The 4th choice point – shift vs. tolerate unproductive patterns – is actually an important integrator of the first three choice points of leadership maturity, as well as an especially powerful determinant of team development and business results. Leaders who tolerate unproductive patterns are by definition *not* leading with backbone and heart - avoiding leadership challenges, abusing or refusing authority as a resource, and separating leadership maturity, team functioning, and results. We have found over and over, that when leaders shift unproductive leader-team patterns by facing leadership challenges, using authority as a resource, and integrating a triple mandate -- leadership maturity, team functioning, and results -- results and team satisfaction skyrocket.

TO EXERCISE LEADERSHIP MATURITY - LEAD WITH BACKBONE AND HEART® AND SHIFT LEADER-TEAM PATTERNS

If you want people to do things they haven't done before, or function in ways that are new to them, then you need to demonstrate two complementary ways of being with them:

1) clear resolve about your expectations, and 2) support to navigate the natural disruption that the change is creating for them. ***You have to lead with backbone and heart.***

Backbone is having the nerve to --

- Choose your course, especially in controversial situations
- Take a clear, non-anxious position with others about your goals and expectations,
- Either hold your position even when people are anxious about your decision, or choose to be influenced by other's positions because you think it serves the outcomes best.

Heart is having the nerve to --

- Be interested in others' positions,
- Encourage others' interests and participation, and
- Invite their participation both when they agree and when they disagree with you.
- Empathize with their frustration and disappointment when you decide against their interests

The problem comes if you sacrifice either backbone or heart to manage your anxiety in challenging leadership situations. That sacrifice is an instinctual, though ineffective, response to anxiety - one that you can override with emotional resilience, intention, and mature interaction.

Rather than forfeit your backbone in order to preserve relationships, abandon your heart in order to preserve your stands and positions, or relinquish both in order to preserve the status quo even though the consequence is no progress, you can hold on to both, withstand the anxiety of the unknown, and discover the power and calm that comes from demonstrating a strong balance of backbone and heart.

If you can be insistent without being domineering or cold, and if you can be supportive without taking away your team's challenges or opportunities, you are leading with backbone and heart and demonstrating your leadership maturity. In this tool, there is a table of backbone and heart challenges that are specific to creating Leadership Team Alignment, with suggestions on how to address them.

Shifting Patterns

One of the ways to bring backbone and heart to your leadership is to make sure that you shift patterns of interaction that interfere with success. Patterns are habits, and as such are both familiar and unconscious. Leaders need the stamina and curiosity to identify unproductive patterns, create more productive habits, and manage the natural disturbance that change provokes. Pattern shifts require you to increase your backbone and/or heart. We have never seen it otherwise. That is why knowing how to shift patterns you participate in is a subset of increasing your backbone and heart.

Since patterns are so often invisible to the people in them and need a special awareness to see them, we have a separate tool that shows you how to shift patterns between you and your team. You can find it on the store page - www.rtaconsulting.com/store

THE COST OF POOR CASCADING ALIGNMENT

Too many leaders undervalue the interaction required to ensure the flow of leadership efforts throughout an organization to spread a leadership vision effectively. Decisions large and small are made with the assumption that if a team commits to a decision, then people throughout the organization will execute the decision effectively. Often, leaders don't see the need to ensure cascading alignment, assuming that the leaders on their team can handle that easily on their own.

Without this assurance, when alignment gaps appear in the organization, you have to spend time identifying and solving the problem, which takes a toll, both financially and energetically. And if there is conflict among the team about how to handle resistance or conflicting reactions to a decision or a vision, it takes much longer to address the problem sufficiently. To jump from commitment to implementation, without taking the time to address the collective activities of cascading alignment, almost guarantees that the results will suffer.

Poor Cascading Alignment
Leaders at different levels aren't focused on the same priorities and outcomes
Resistance goes un-addressed and causes confusion and unnecessary conflict
Staff morale is lackluster or dissatisfied because of poor organization and results
Upper management doesn't know why results are poor (and blames employees)
Lots of downstream cross-functional conflict or avoidance of problem-solving

USUAL REASONS LEADERS DON'T ENSURE CASCADING ALIGNMENT

- 1) Once they've done their team alignment work, they move on to other initiatives.
- 2) Assume the leadership team knows the key messages to give to their teams.
- 3) They avoid the awkward conversation about anticipated resistance.
- 4) Can't tolerate resistance: "Anyone who doesn't get on the train immediately, should get out now. They don't belong here."
- 5) Shouldn't one clear email do it?
- 6) "I've got too much on my plate."
- 7) "It didn't cross my mind."

THE ROI OF GREAT CASCADING ALIGNMENT

Cascading Alignment means getting all the layers and silos of an organization committed to the organization's strategic priorities. Obviously, it's important to have everyone pulling in the same direction, but leaders often don't give this the time and thinking that it deserves.

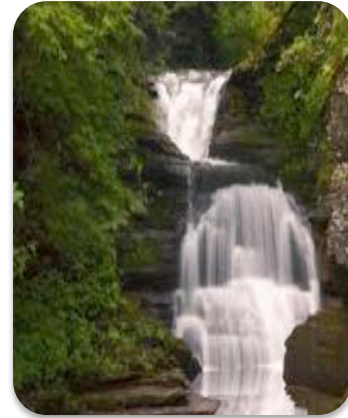
Practically, here's what's at stake:

Great Cascading Alignment
All levels of management lead toward the same strategic priorities
Resistance and obstacles get resolved and confusion and conflict get resolved
Staff morale is high due to great organization and results
Upper management knows obstacles to results and takes responsibility to resolve
Downstream cross-functional teams work well and face problems together

The litmus test for effective Cascading Alignment is this: Is your team of leaders ready and prepared to get commitment to the vision from their teams? Of course they're not ready. This practice will get them ready.

PRACTICE OVERVIEW: CASCADING ALIGNMENT

Your job is to facilitate and authorize the team's plans described below



Act I

**CASCADE
ALIGNMENT**

Act II

**ADDRESS
EXPECTED
DISRUPTION**

Act III

**FINALIZE
CASCADE
PLANS**

PLAN FOR EACH PRACTICE STEP

Tips:

1. **The Cascading Alignment practice happens AFTER Leadership Team Alignment – everyone needs to know that each member is committed to the overall goals and expectations BEFORE they cascade.**
2. **Explain your goals and expectations for this process so your team can follow you easily.**
3. **Your team will need time to prepare their presentations to each other.**

ACT I SHARE PLANS FOR GETTING COMMITMENT

Scene 1: Team shares their plans to inform their teams of the decision or vision and get their team's commitment.

- Set the stage for an open and honest discussion of plans – this is a creative session, not a presentation
- Make sure each member includes some language they will use with their team about goals, expectations and priorities, as well as how they will frame the “why”

Scene 2: Feedback and input from their peers

- Encourage team to be descriptive with feedback and input, not judgmental or evasive
- Make sure peers include both support and challenge in their feedback.

Scene 3: Guidance and approval from leader

- It's crucial to intervene if members' plans don't address goals and expectations of the vision, and get them back on track
- Your final approval of each plan will inform later independence, especially for newer team members

You know you're done with Act I when...

- The team has accurately paraphrased each member's plans for cascading alignment
- The team can describe how their plans were influenced by other team members
- The team has paraphrased any expectations you have made on goals and parameters.

ACT II ADDRESS EXPECTED DISRUPTION

The Purpose of this Act is to ensure that your team identifies and addresses whatever disruption and resistance they expect will arise naturally from their teams. (Scenes 1&2 are repeated until all team members have a chance to describe their team's reactions and receive their peers' input)

Scene 1: Each team member describes the disruption, reactions, and resistance they expect this change to stimulate in their team.

- Encourage each team member to be transparent about the challenges and concerns they expect to hear from their team – it's not a problem or a weakness, it's productive
- Encourage each team member to describe their team's excitement as well as concerns, to get a true picture of the team's reactions, not just the challenges

Scene 2: The rest of the team gives their reactions to their peer's anticipated team challenges and gives input

- It's important to create a team environment of supportive challenge – encourage honesty and candor when the team responds
- Make sure that people share outside their areas of expertise – you want to elicit their general leadership wisdom

You know you're done with Act II when...

- The team has paraphrased each other's expected resistance from their teams.
- Each member has summarized correctly the team's input.

ACT III FINALIZE CASCADE PLANS

Scene 1: Each peer describes how they will respond to reservations

- Give each member a chance to respond to the input and feedback they've received
- If they need time to reflect on more challenging issues, make sure they update both you and the team, so they maintain a supportive connection with the team

Scene 2: Peers give feedback and input

- Remember that peers will have to live with the effects of each other's leadership, so make sure they invest in this discussion
- Your goal is to be sure that everyone is behind each team member's plan. Elicit that if it doesn't come naturally.
-

Scene 3: Leader sponsors team's plans to insist on (backbone) and be open to influence from (heart) their team

- Again, it's crucial to intervene if members' plans don't address goals and expectations of the vision, and get them back on track
- You are establishing a norm here of each member establishing their leadership with consultation (from the team) and oversight (from you), so make sure you help each team member keep those in proper perspective.
- You are establishing a norm here of each member establishing their leadership with consultation (from the team) and oversight (from you), so make sure you help each team member keep those in proper perspective.

You know you're done with Act III when...

- Each member has accurately summarized the team's reactions and input on how they will respond to their team's reservation to commitment.
- Each member has successfully paraphrased your approval, support, or additional conditions.

CASCADING ALIGNMENT PROCESS CHECKLIST

ACT I: SHARE PLANS

- 1) Does each peer give their approach to getting alignment with their team?
- 2) Does the team give each peer feedback about their approach?
- 3) Am I guiding the messaging if they go outside parameters of message?

ACT II: ADDRESS EXPECTED RESISTANCE

- 1) Does each peer describe the reaction they expect from their team?
- 2) Does everyone paraphrase what they heard and give their perspectives on the expected resistance?

ACT III: FINALIZE CASCADE PLANS

- 1) Does each peer describe how they will respond to the disruption they expect?
- 2) Does everyone give their perspective and ideas for responding to the disruption?

PREPARE YOURSELF FOR THE CHALLENGES OF CASCADING ALIGNMENT

The Acts	What Takes Backbone	What Takes Heart
Act I Plan For Getting Cascading Team Commitment	<ul style="list-style-type: none"> • Insist on goals/parameters • Insist team commits to what you think they're capable of • Insist on honesty and transparency 	<ul style="list-style-type: none"> • Encourage good listening between peers • Accept team points of view when different from yours and good enough
Act II Address Expected Disruption	<ul style="list-style-type: none"> • Keep team focused on THEIR leadership challenges in responding to team's concerns • Support or challenge team member's stand in the face of peer's input (and anxiety) 	<ul style="list-style-type: none"> • Imagine being in their position before supporting and challenging • Listen for and support their solutions vs. suggest your own
Act III Finalize Cascade Plans	<ul style="list-style-type: none"> • Insist your team stay committed to vision when considering their team's reservations • Insist that your team balances their team's dedication and resistance in their sponsorship with them 	<ul style="list-style-type: none"> • Empathize with team's concerns about your insistence • Ensure they get the coaching their concerns demand

By now, you may be getting the picture that leadership maturity, and the skills of Leading with Backbone and Heart are at the center of all the leadership practices in the Leadership Alignment Cycle, including Cascading Alignment. Telling your team to get their team committed to your vision is not enough to resolve all the resistance your team will experience with their teams as they introduce the vision with them. They need to know how they will respond to their team's reservations, and you need to share your challenge and support, so there are no surprises, disappointments and frustrations down the road.

Food for Thought (for leading with backbone):

Your role is to coach your team to get alignment with their teams. Therefore, as you listen to your team's plans, you need to track how they are supporting or wavering from the crux of the vision, and mobilize them to be insistent when necessary, rather than bring their team's reservation back to you.

Food for Thought (for leading with heart):

As each team member describes their vision for implementing the Leadership Vision in their area, you need to honor the initiative your directs are taking, listen for their innovative ways of communicating, and acknowledge their challenges in responding to their team's disruption and resistance. Honoring their different way of proceeding will mobilize them much more than insisting they respond exactly as you would.

CASCADING ALIGNMENT OUTCOMES

When you have effective Cascading Alignment, you will see your team cascade organizational goals, priorities, and expectations with their teams in these ways. They address their own leadership challenges with their teams vs. merely validating or advocating for the challenges their teams have.

You will see your team:

- _____ Mobilize their team's engagement, initiative, and contribution to the effort.
- _____ Make sure their teams' problems, concerns, and reservations are shared, addressed, and resolved to make the necessary progress.
- _____ Make sure that results are achieved.
- _____ Keep you and your team informed of progress, and let people know right away when they won't be able to keep their commitments, and negotiate a new plan.
- _____ Resolve their own on-going reservations first, if they keep showing up as explanations or complaints about what their teams can't or won't do rather than plans for how they will address the issues.

You will see yourself:

- _____ Insist that your direct reports face the challenge of addressing their team's input, competing priorities, and reservations, with your guidance if necessary.
- _____ Intervene with coaching or consequences when goals and expectations are not being met, or when communication about progress and alignment are declining.
- _____ Clarify goals, priorities, and expectations explicitly - don't expect your directs to read your mind or imagine what you want.
- _____ Get specific data from your team that informs you about how they are leading their teams – both progress reports and descriptions of their interactions.
- _____ Insist that you understand and resolve all your team's concerns and reservations to getting commitment from their teams.

Tip:

What's great about an image of effectiveness like this is that it makes it clear what to pay attention to - and intervene with - both with your team and yourself.

FINAL THOUGHTS

Here are a few principles:

1. Leading cascading alignment is a form of delegation. It's important to assess how much oversight you can delegate, rather than assume that a direct report, who is not proven to you in this area, can do it well because they say they can. As a famous leader once said, "Trust, then verify."
2. This kind of leadership involves both dimensions of backbone and heart. You need to be ready to maintain your own decisions and needs while inviting, acknowledging and addressing the needs and agenda of your direct reports, as well as their disappointment, frustration, and apprehension about your "disruptive" decisions.
3. Once your directs have begun to achieve cascading alignment with their teams, monitoring the status of cascading alignment can become a standing agenda at the leadership team meetings, using the checklists described above.

CASCADING ALIGNMENT SELF-ASSESSMENT

How would you rate the quality of cascading alignment? Remember, your team of direct reports should function together, preparing to mobilize their organizations in service of your leadership vision? To be a “6” you would know with certainty that your team is effectively ensuring that your leadership team’s goals are being implemented throughout your organization.

1) **BUSINESS NEED**

6 = Your team understands what’s at stake regarding the business need for coordination across your organization



2) **COLLECTIVE SPONSORSHIP**

6 = Your team ensures their teams’ commitment to achieving the vision, decision, or plan



3) **ORGANIZATIONAL RESISTANCE**

6 = Your team explores and resolves resistance and obstacles to successful implementation throughout your organization



4) **TEAM COLLABORATION**

6 = You ensure that your team collaborates to support and enhance each other’s cascading alignment approaches and plans



5) **COMMITMENT TO PLANNING**

6 = You ensure public commitment to implementing aligned strategic priorities by all teams same as above



RESULTS OF SELF-ASSESSMENT

If you answered...

Mostly 1's and 2's on all questions:

They say that the first step is to know that you have a problem. This takes courage. And...your team is not ready to cascade the vision out into the organization. Alignment without collective support and expectation to cascade is only alignment at the top. It won't deliver results. It's time to consider a more robust approach to getting the whole organization aligned with the vision.

Mostly 3's and 4's on all questions:

You obviously have some strength and some weakness in this leadership activity. Focus on which parts of the activity you need to improve, and whether you need to increase your backbone or your heart with your team when you're working with them to commit to cascading your leadership vision out into the organization together.

Mostly 5's and 6's on all questions:

Congratulations – obviously you're used to expecting and getting your directs committed to working as a team to get *their* teams committed to organizational priorities. You may want to fine-tune any low-scored item, as well as acknowledge and formalize the areas where your team is especially accomplished.

If you scored low on these questions, then there may be a need for more robust Cascading Alignment. If so, then the question becomes: WWAGLD? (What Would A Great Leader Do?)

Again, great leaders have a clear perspective on what constitutes effective and ineffective interaction in their organization. And this image of effectiveness and ineffectiveness drives what they pay attention to and how they intervene as leaders. As a leader, you need all the layers of your organization engaged and committed to your most important priorities.

Now that you have assessed where you are, you can either enjoy that you already have a leadership team who cascades alignment well together, or fill in what you are missing. Remember that this cascading alignment includes “leading with backbone and heart” as an essential ingredient. This will support you in the future, as you will need to lead your team through other leadership practices.

CASCADING ALIGNMENT PREP WORKSHEET

This worksheet will prepare you for the Cascading Alignment process with your team - the challenges of balancing backbone and heart as you support and challenge your team to cascade alignment effectively.

- 1 Describe specifically your rationale for cascading alignment to your team – how it will serve your overall business goal, as well as team and organization satisfaction and effectiveness.
- 2 Describe the business results that will be achieved if the team cascades alignment as you expect.
- 3 Describe any non-negotiable expectations of your team members for cascading alignment: what to share, and how to support and challenge each other, and the consequences to the business if cascading alignment fails.

PRODUCTS AND SERVICES

We offer a range of resources and services to support you in developing your capacity and skill in exercising Cascading Alignment.

This model was created for your benefit and the benefit of your teams and outcomes. We look forward to hearing your successes and challenges and welcome input on how we can jointly make improvements to better support you. Your feedback will help us maximize the effectiveness of our model, develop best practices, and refine our offer to help you lead increased alignment on decisions across your enterprise.

INDIVIDUAL TOOL FOR YOUR USE

- This “Cascading Alignment” tool from the website store deepens your understanding of what is required to get alignment throughout the whole of your organization and what it takes from you to lead it successfully, so that your team is committed to deliver the vision for your organization.

TOOLS FOR YOUR ORGANIZATION

- Get the Cascading Alignment tool for your whole organization, so that you can get everyone informed and invested to understand, use, and improve the practice of creating alignment throughout your whole organization.

1-1 CONSULTATION

- We provide individual consultation and coaching to help you exercise Cascading Alignment.

TEAM COACHING

- We can help you and your team create Cascading Alignment when it affects a particularly critical strategic priority, so that you and your team ensure the successful execution of that priority.
- We provide consultation and coaching for you and your team as part of learning to implement the entire Leadership Cycle more effectively to make dramatic progress on all your strategic priorities.

BIOS

Roger Taylor



Roger Taylor has been studying leadership and coaching leadership teams for almost 30 years. As a strategic leadership consultant, he has coached at all organizational levels—from the C-Suite and Executive teams to front line work groups – in organizations across corporate and public sectors, including Fortune 500 and 100 companies.

Roger has extensive experience with large-scale organizational learning and leadership development programs; consulting and live-action coaching for intact executives leadership teams, facilitating strategic alignment and cross-functional coordination, change management, intense conflict resolution, and building cultures of performance, accountability, and emotional resilience.

He focuses on developing leadership maturity, organization alignment, and outstanding results. Roger’s specialty is working with leaders to prepare for and succeed in live business situations where cultural dynamics threaten true progress.

He taught graduate-level leadership, consulting, and coaching at the Leadership Institute of Seattle, and has created numerous models on leadership and coaching.

Mary Beth O’Neill



For over 25 years Mary Beth has coached a range of leaders, from CEOs, to senior vice presidents, directors, and senior managers, including those in Fortune 100 companies. She works with executives and their teams as well as 1-1 with leaders. Her passion and specialty is to help clients leverage their interactions with their teams to produce bottom line business results.

She leads the Executive Coach Training Series for experienced executive coaches, organization consultants, and HR professionals. Mary Beth also trains, coaches, and consults with internal OD/HR departments who are developing coaching cadres for their organizations and want to apply a consistently systemic coaching approach with their internal executive clients.

She has been a graduate faculty member for 23 years in the master’s program in Leadership and Organization Development at the Leadership Institute of Seattle (LIOS), at Saybrook University.

Mary Beth’s book, *Executive Coaching with Backbone and Heart*, is a classic in the field and a textbook in many coaching schools. It has been translated into 5 languages.