



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Coaching Through Change and Transition Day 1

An in-depth experiential program for leaders to develop and enhance coaching skills to support workplace change initiatives



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Welcome to Day 1

8:30	Welcome and Introductions
10:00	Introduction to Change and Transition
12:30	Lunch
1:30	Navigating Change and Transition
3:00	Coaching Through Change and Transition
3:45	Recap and Review Tomorrow's Agenda
4:00	End



Transform yourself. Transform the World.



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

What is your name and what do you do?
What is one thing you like about your job?
What is one challenge you are facing?
What is your intention or aspiration for this course?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

We live
in a
VUCA
world

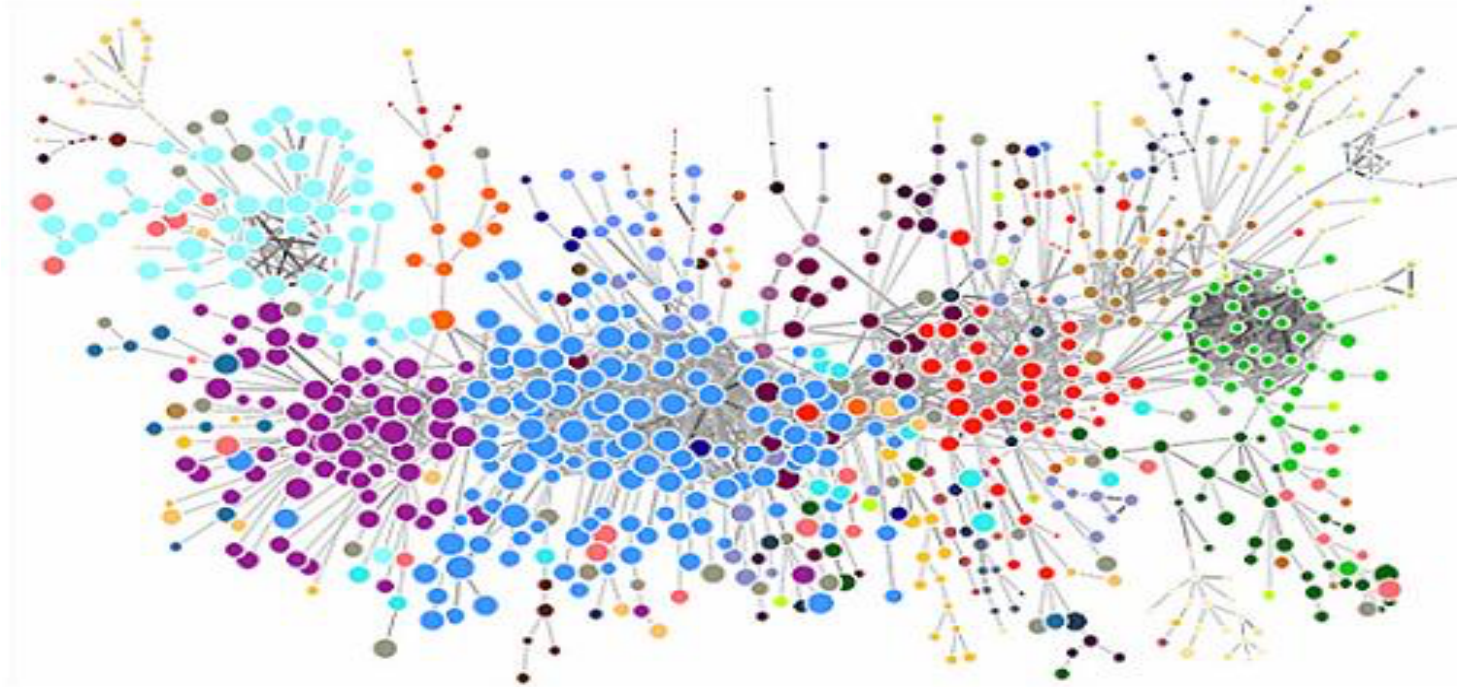
Volatility



Uncertainty



Complexity



Ambiguity



Living in a VUCA World





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

What can we do?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Shift the Focus

FROM “Outside”



TO “Inside”

Volatility

Values

Uncertainty

Understanding

Complexity

Connection

Ambiguity

Authenticity



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Learn to Respond Rather than React





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

React

- Play “not to lose”
- Fear of loss
- Desperation / fear
- Root self-esteem in appearance & comparison to others
- Survive

Respond

- Play to “create” or to “contribute”
- Abundance
- Aspiration / inspiration
- Root self-esteem in capability to learn and long term success
- Thrive



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Creating a Learning Container

What agreements can we create for our group to fully realize our intentions for this class and to maximize our learning?

What are your suggestions?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Mission of the Ministry of Finance and the Public Service

We combine professionalism and expertise in the pursuit of sound socio-economic and financial policies for the achievement of sustainable growth and development.



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Small Group Conversations

- What change are you trying to bring about in Jamaica and in the Ministry?
- What will actually be different because of the change?
- Who will be impacted?
- Who will lose what?
- Who will benefit from the change?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Leading Change

1. Preparing for the Change
2. Managing the Change
3. Reinforcing the Change



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

The Leader's Role in Change

- Model the Change
- Communicate about the change
- Involve others in the change
- Help others break from the past
- Create a supportive learning environment



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

What Employees Need for a Successful Change

- Awareness of the need for change
- Desire to participate and support the change
- Knowledge on how to change
- Ability to demonstrate the new skills and behaviors
- Reinforcement to sustain the change

PROSCI ADKAR Model, 2018



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Change and Transition

Changes of any sort—even though they may be justified in economic or technological terms—finally succeed or fail on the basis of whether the people affected do things differently.

- William Bridges, *Managing Transitions* (1991)



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Change and Transition

Change is situational and “external”

It is the move to a new site, the retirement of the founder, the reorganization of the roles on the team, the revisions to the pension plan. The starting point is the desired outcome.



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

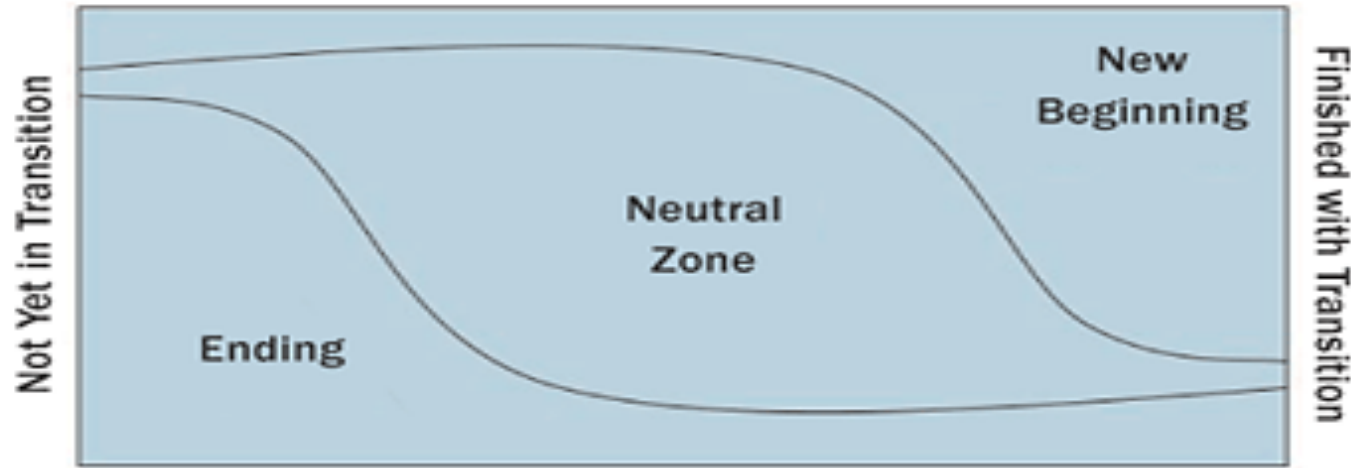
Change and Transition

Transition, is psychological or “internal”

It is a three-phase process that people go through as they internalize and come to terms with the details of the new situation that the change brings about. The starting point is the ending.....and transitions aren't optional!

Bridge's Model of Transitions

William Bridges's Transition Model

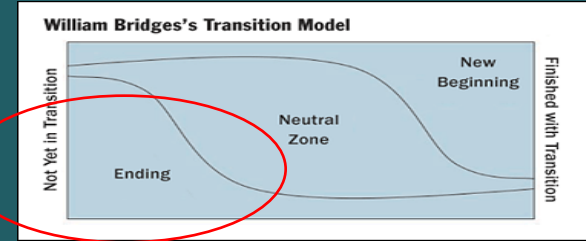


Bridges (1991)

Endings or “Letting Go”

Description:

- The first phase of transitions begins with recognizing and experientially engaging what is coming to an end. Before beginning new way of doing things, one must let go of the former ways.
- This phase starts with naming endings and loss. What is ending?
- This phase ends with acceptance of loss





Authentic Leadership Center
at NAROPA UNIVERSITY



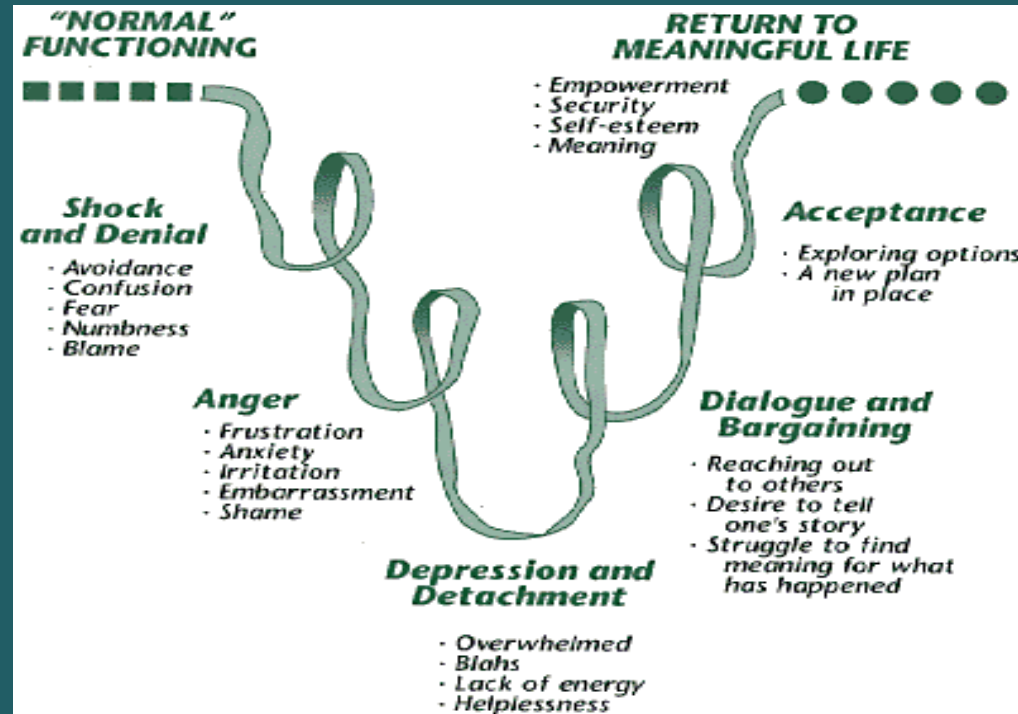
Coaching Through Change and Transition

Endings: Common Experiences

What staff, colleagues or partners *and ourselves* may experience or exhibit during the ending phase:

- Anger/Frustration
- Stress
- Confusion
- Sadness/Grief
- Denial
- Resistance (It's not necessarily the change, it's the resistance to letting go)
- Overreaction
- No Reaction

Phases of Grief





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Endings: Conversation

- What is ending in the MOFPS?
- What losses are occurring?
- How are people responding?
- How are you responding?
- What is needed?
- What might you do as a leader to help?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Endings: Leadership Choices

Steps leaders can take to facilitate others traversing through the Endings phase:

- Describe the change in detail and define what's over and what's not
- Communicate again and again and again – even if it's uncomfortable information
- Openly acknowledge the loss
- Look at what is behind the loss – “overreaction”
- When applicable, compensate for loss



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Endings: Leadership Choices cont.

- Learn about the grief cycle and how to engage people at the different stages
- Understand that people will traverse the grief cycle in different ways and at different rates
- Treat the past with the respect it deserves
- Listen and reflect--don't get defensive or argumentative
- Don't try to talk people out of what they're feeling or push people through the process

Journaling



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Neutral Zone

Description:

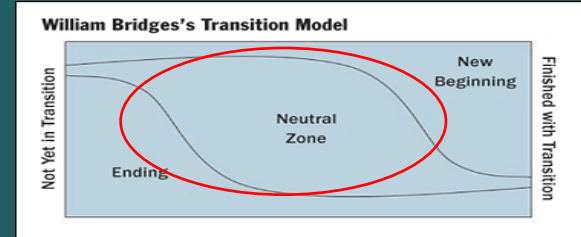
- Also known as “the wilderness”, this is that place of “in-between”. Neither the ending nor the new beginning and between what was and what will be. This is a time of uncertainty, disorientation, self-doubt, confusion and mixed messages. It is also a time of new possibilities and innovation.

This phase starts with:

- The reckoning of loss

This phase ends with:

- A more grounded experience and understanding of sense of purpose and the “new beginning”





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Neutral Zone: Common Experiences

- Fear of what may be ahead
- Frustration with the challenges of just getting something accomplished
- Some wanting to rush forward while others want to go back to the old ways
- Anxiety, tiredness, confusion
- Decline in motivation, increase in absenteeism, turnover, illness, disorganization
- Resurgence of issues thought previously resolved
- Frustration with management



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Neutral Zone: Conversation

- What are some common assumptions?
- What might people be afraid of?
- How are they behaving?
- How are you behaving?
- What is needed?
- What might you do as a leader to help?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Neutral Zone: Leadership Choices

Steps leaders can take to facilitate others traversing through the Neutral Zone phase:

- Set shorter range and realistic goals
- Validate current experiences
- Offer opportunities to develop new skills and knowledge
- Consider revising policies, procedures for this phase
- Engage the organization in communication

Journaling



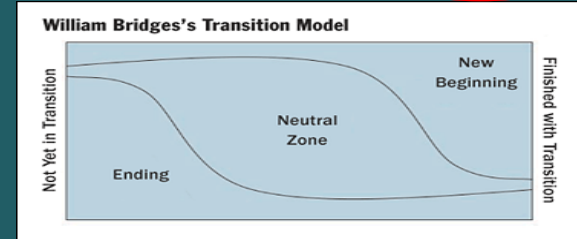
Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

New Beginnings

"More beginnings abort because they were not preceded by well-managed endings and neutral zones than for any other reason."



Description:

- This phase is the arrival into the new way of doing things and the new way of “being”. It is a connection between the new opportunity presented by the change and an authentic, deeply felt sense of purpose.

This phase starts with:

- Clear and authentic sense of purpose



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

New Beginnings: Common Experiences

- Excitement
- A feeling of new identity
- Anxiety, “Will this work?” (I hope it will!)
- Fear of failure
- May trigger old memories – failure, making a mess
- For some, spoils the pleasure of being in the neutral zone
 - Interesting ambiguity
 - Less pressure, stress



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

New Beginnings: Conversation

- Is there a new sense of purpose?
- What new possibilities are emerging?
- What is known and not yet known?
- How are people responding?
- How are you responding?
- What is needed?
- What might you do as a leader to help?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

New Beginnings: Leadership Choices

Steps leaders can take to facilitate others through *New Beginnings*:

- Clarify and communicate the Purpose/Mission
- Help people experience what success will look like and feel like
- Provide consistency and establish new commitments
 - Communication and actions
 - Rewards and reinforcement
- Enable quick successes
- Celebrate Successes

Journaling



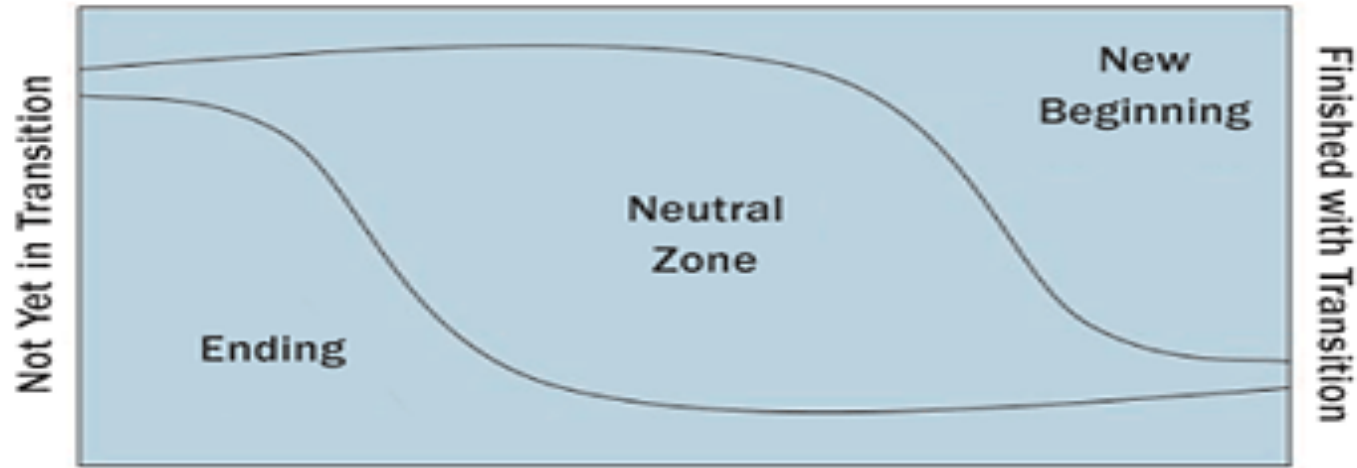
Authentic Leadership Center
AT NAROPA UNIVERSITY



Coaching Through Change and Transition

Bridge's Model of Transitions

William Bridges's Transition Model





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Why Coaching?

- Identified by the MoFPS as an essential skill
- Overcomes resistance, strengthens commitment; enhances employee performance
- Helps managers be more effective in time of change.
- Enables managers to grow their team's capacity



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

What is Coaching?

Coaching provides support and guidance for individuals moving through a change process toward greater effectiveness and fulfillment.



Authentic Leadership Center
at NAROPA UNIVERSITY

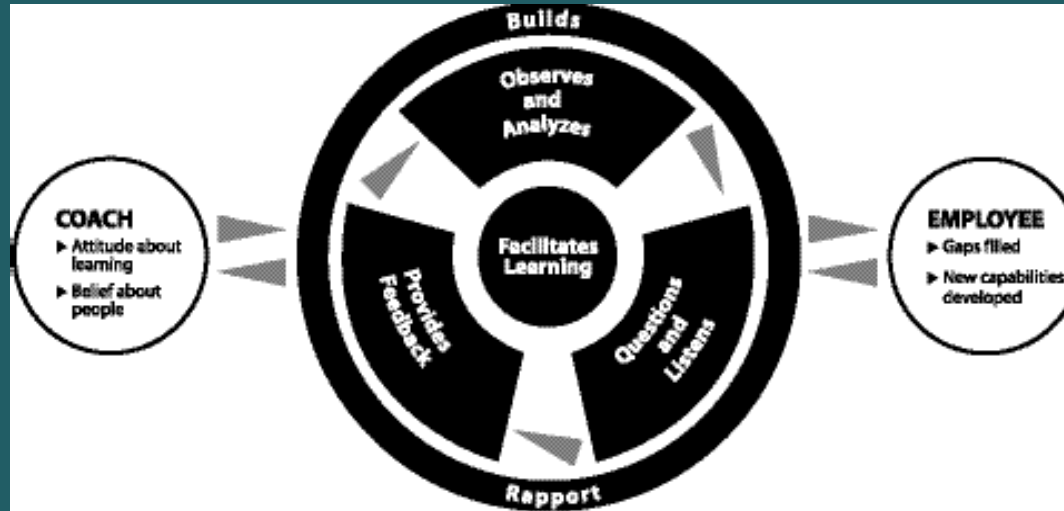


Coaching Through Change and Transition

What Will You Learn?

- A framework for understanding and managing change
- The benefits of coaching for management effectiveness
- The importance of coaching in supporting employees through change and transition
- A comprehensive coaching methodology
- Specific coaching skills and how and when to use them

Coaching Through Change and Transition





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Group Conversation

- How and where might coaching be useful during change and transition?
- What questions do you have about coaching and the coaching process?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Evening News

- Key takeaways or insights?
- What was most helpful?
- Suggestions for improvement?
- Preview of tomorrow



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Coaching Through Change and Transition Day 2

An in-depth experiential program for leaders to develop and enhance coaching skills to support workplace change initiatives



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Welcome to Day 2

9:00	Check In
9:30	Introduction to the Coaching Model
10:30	Feedback from Coaching Assessment
11:30	Personal Development Plans
12:30	Lunch
1:30	Practice First Two Coaching Competencies
3:45	Recap and Review Tomorrow's Agenda
4:00	End

The Coaching Process Model





Authentic Leadership Center
at NAROPA UNIVERSITY

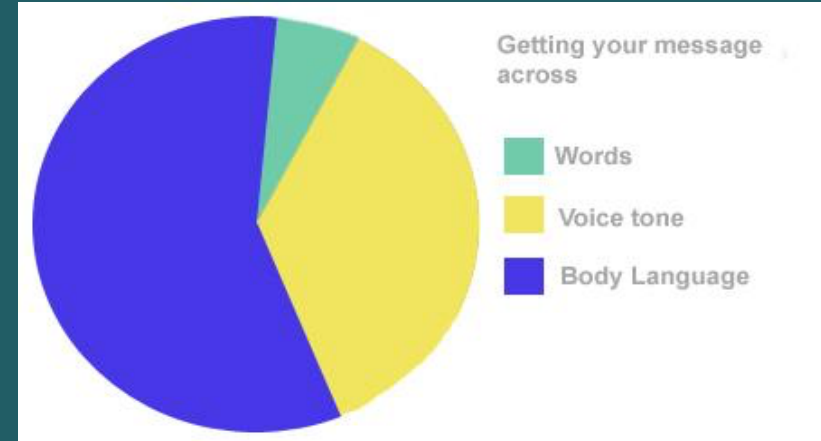


Coaching Through Change and Transition

Builds Rapport

Goal: To increase understanding and trust

- Be present
- Mirror the individual's behavior
- Be approachable
- Build trust and safety
- Be aware of power differential (leveling the playing field)





Authentic Leadership Center
at NAROPA UNIVERSITY



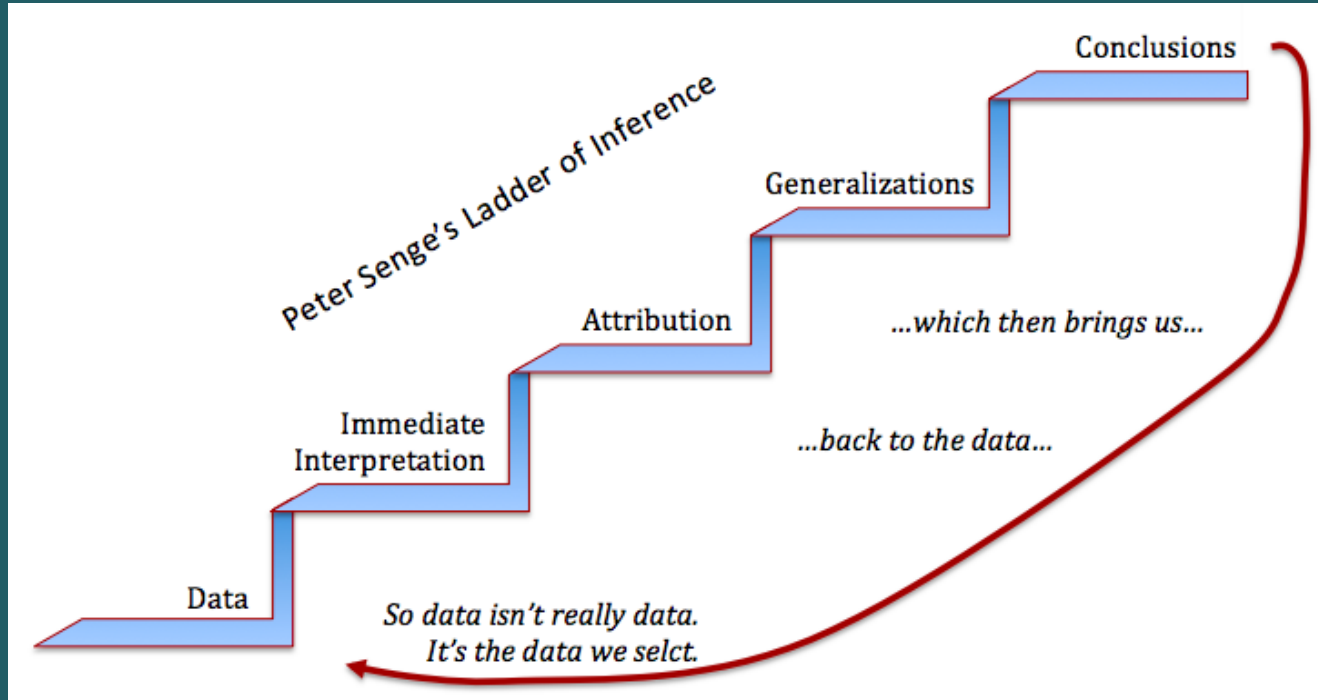
Coaching Through Change and Transition

Observes and Analyzes

Goal: To foster coach's observation and awareness skills in order to help employees be more effective

- Make sure the performance standard is clearly understood
- Consider the impact of actions (might be different than intent)
- Make a note of what is working and what is not working

The Ladder of Inference





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Questions and Listens

Goal: To foster better understanding and consideration of new possibilities and perspectives

- Suspend judgment
- Recognize that people differ in their ability to get their meaning across.
- Develop your skill of Inquiry





Authentic Leadership Center
at NAROPA UNIVERSITY

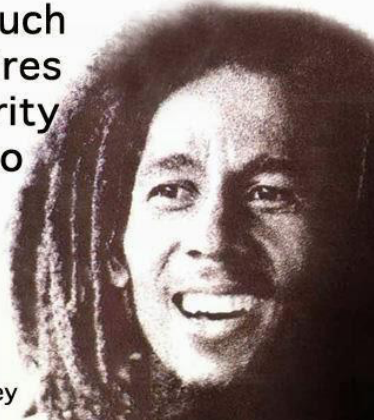


Coaching Through Change and Transition

Provides Feedback

“The greatness of a man is not in how much wealth he acquires but in his integrity and his ability to affect those around him positively.”

- Bob Marley



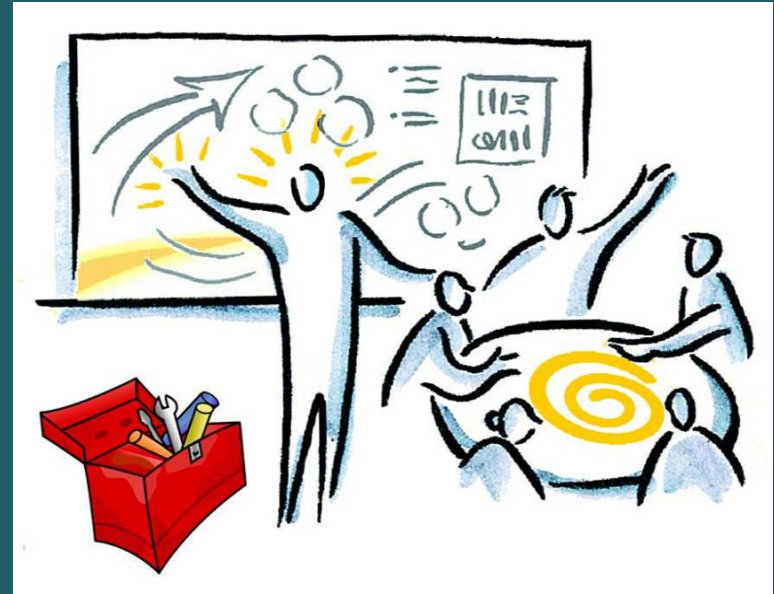
Goal: To foster new insights and improve performance.

- Link feedback to what matters
- Be a positive influence
- Advocate for what is important and why

Facilitates Learning

Goal: To foster an environment in which learning is viewed as important and valuable

- Create a supportive work environment
- Focus on progress, not perfection
- Reinforce the change and why it is important
- Leader as learner





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Preparing to Receive Feedback

1. Breathe
2. Feel
3. Relax
4. Detach
5. Appreciate



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Review Feedback from Assessment

1. Read through your report
2. Identify any gaps between your self-assessment and the assessment of others
3. Identify two strengths and two areas for improvement



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Personal Development Plan

1. Set intention for development
2. Assimilate information from report
3. Access your motivation to bridge the gap
4. Explore tools and techniques that can expand your capacity
5. Actively engage in the change process



Authentic Leadership Center
at NAROPA UNIVERSITY

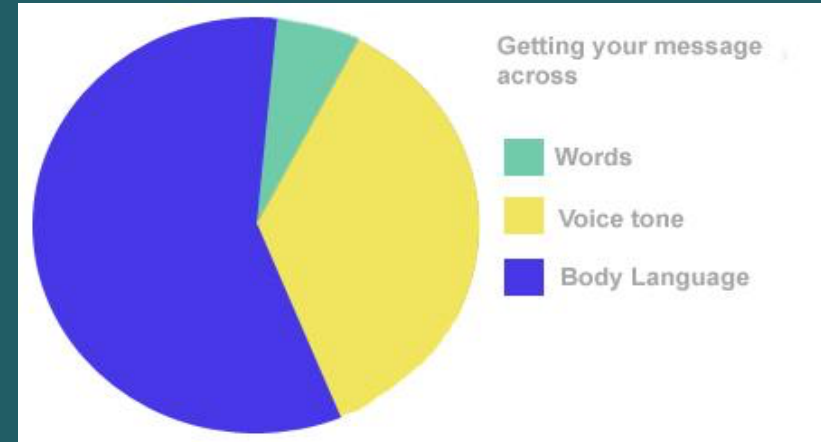


Coaching Through Change and Transition

Builds Rapport

Goal: To increase understanding and trust

- Be present
- Mirror the individual's behavior
- Be approachable
- Build trust and safety
- Be aware of power differential (leveling the playing field)





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Builds Rapport: Exercise

1. Respond to the following questions individually.
2. Then at your table, discuss your responses.
3. Generate a list of future coaching tips with your group.



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Builds Rapport: Individual Questions

Think of a person with whom you tried, but seemingly were unable to build rapport.

- What were some of the techniques you used to try to establish positive rapport with this individual?
- Why do you think it was difficult to build rapport with this person?
- Based on what you've learned, what might you do differently next time?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Builds Rapport: Role Play

- Share your examples in your group and select 2 that your group wants to role play (10)
- 2 people role-play the first one and others observe (10)
- Observers share what they saw (5)
- 2 other people role-play the second one while others observe (10)
- Observers share what they saw (5)
- Write coaching learnings and suggestions on the back of worksheet (5)



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Your Building Rapport Commitment

"Each time I am building rapport with someone, I will...."



Authentic Leadership Center
at NAROPA UNIVERSITY



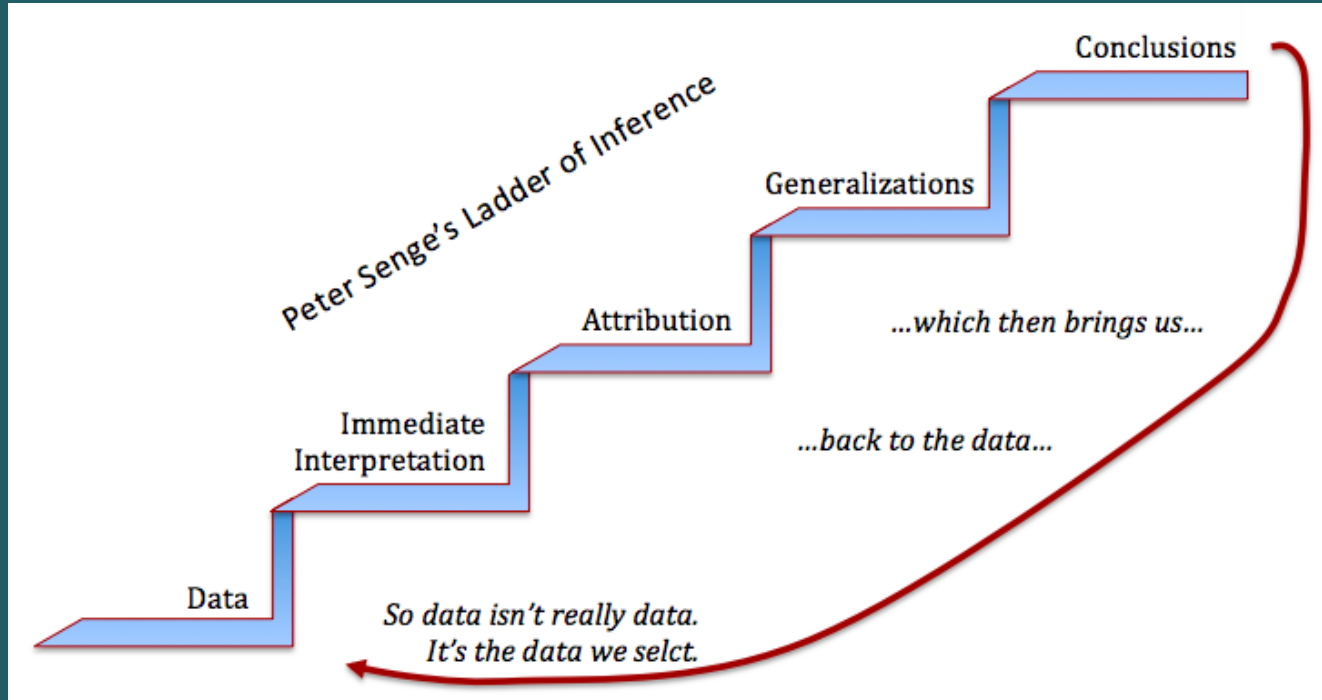
Coaching Through Change and Transition

Observes and Analyzes

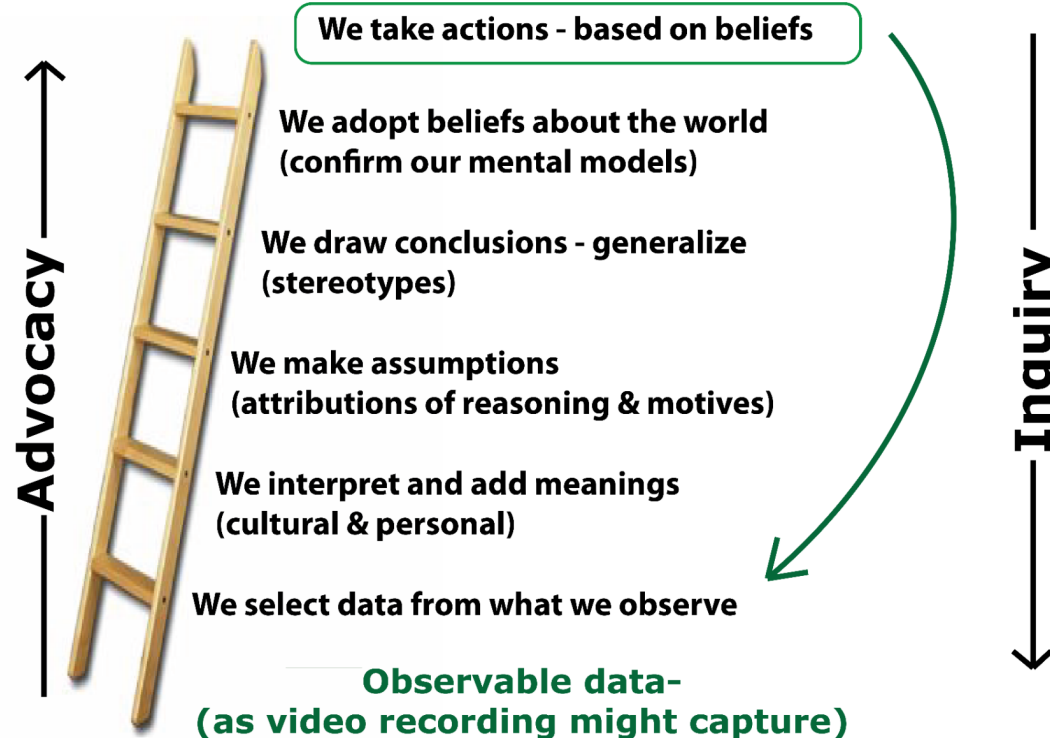
Goal: To foster coach's observation and awareness skills in order to help employees be more effective

- Make sure the performance standard is clearly understood
- Consider the impact of actions (might be different than intent)
- Make a note of what is working and what is not working

The Ladder of Inference



The Ladder of Inference





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Observing and Analyzing Data: Exercise

1. Choose a partner to work with.
2. Choose and agree on a situation to observe for 10-15 minutes
3. Take notes individually with the Observation Questions
4. Discuss your responses with your partner
5. Generate a list of future coaching tips.



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Observing: Individual Questions

- Describe the scenario that you are observing.
- Without listening to what the people you may be observing are saying, describe what you think is happening.
- What actions/behaviors indicate to you that this is happening?
- How are the people interacting with each other? What does their body language imply?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Observing: Partner Questions

- How similar or different were your descriptions of the situation and what occurred?
- What did you notice about your partner and vice versa?
- To what extent can you rely solely on observation to gain a clear understanding of a situation? What else might you do?
- Why is it important to establish expectations with the person you are coaching prior to observing him or her?
- What did you learn about your powers of observation?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Observing and Analyzing: Role Play

- Share your examples in your group and select 2 that your group wants to role play (10)
- 2 people role-play the first one and others observe (10)
- Observers share what they saw (5)
- 2 other people role-play the second one while others observe (10)
- Observers share what they saw (5)
- Write coaching learnings and suggestions on the back of worksheet (5)



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Your Observing and Analyzing Data Commitment

"Each time I am observing or analyzing data, I will...."



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Evening News

- Key takeaways or insights?
- What was most helpful?
- Suggestions for improvement?
- Preview of tomorrow



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Coaching Through Change and Transition Day 3

An in-depth experiential program for leaders to develop and enhance coaching skills to support workplace change initiatives



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Welcome to Day 3

9:00	Check In
9:30	Learn and practice coaching skills
12:30	Lunch
2:00	Putting it All Together
3:00	Debrief
3:45	Evaluate workshop
4:00	End

The Coaching Process Model





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Questions and Listens

Goal: To foster better understanding and consideration of new possibilities and perspectives

- Suspend judgment
- Recognize that people differ in their ability to get their meaning across.
- Develop your skill of Inquiry





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Exercise -Questions and Listens

Working in pairs, interview your partner with these questions:

- Think of an occasion on which you were really listening to someone. What were you doing when you were listening to understand?
- What do you pay attention to when someone is talking to you?
- What types of questions (open-ended, closed, etc.) do you find most effective?
- What nonverbal behaviors do you notice when listening effectively? Why is it important to be aware of nonverbal behaviors?
- What percent of time do you spend listening as opposed to talking? What do you think is a good ratio? Why?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Considerations – Questions and Listens Exercise

- Based on the interview you just completed, what have you learned about listening that you can apply to your interactions with others?
- What could you do more of when listening to understand?
- What could you do less of when listening to understand?
- How will better listening skills improve your ability to be coached as well as to coach others?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Question and Listening Group Exercise

- Share your examples in your group and select 2 that your group wants to role play (10)
- 2 people role-play the first one and others observe (10)
- Observers share what they saw (5)
- 2 other people role-play the second one while others observe (10)
- Observers share what they saw (5)
- Write coaching learnings and suggestions on the back of worksheet (5)



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Your Questioning and Listening Commitment

"Each time I am listening and asking questions, I will...."



Authentic Leadership Center
at NAROPA UNIVERSITY

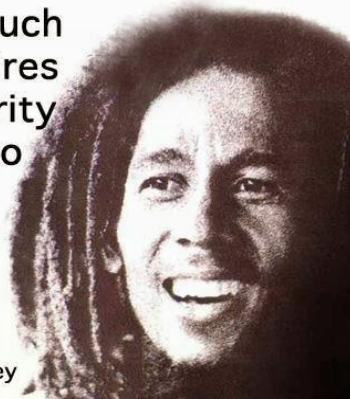


Coaching Through Change and Transition

Provides Feedback

“The greatness of a man is not in how much wealth he acquires but in his integrity and his ability to affect those around him positively.”

- Bob Marley



Goal: To foster new insights and improve performance.

- Link feedback to what matters
- Be a positive influence
- Advocate for what is important and why



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Provides Feedback

Leadership Essentials--SBI

- Situation
- Behavior
- Impact

And then make a “request” for the behavior you want to see.



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Exercise – Provides Feedback

Compare and learn from feedback experiences.

Identify two feedback conversations that you have had – one positive and one negative.

1. Respond to the following questions individually.
2. Then at your table, discuss your responses.
3. Generate a list of future coaching tips with your group.



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Questions to Consider – Feedback Exercise

For each of your two situations:

- How did the person begin the conversation?
- How did the person describe the situation to you?
- What did the person do to clarify what occurred?
- What did the person do to encourage ideas and explore alternatives?
- What was the outcome of the discussion?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Questions to Consider, part 2 – Feedback Exercise

- Prior to receiving feedback, how did you feel about each situation?
- What did the person in Situation 1 say or do differently from the person in Situation 2?
- How did the outcomes differ? Why?
- Think about how you typically provide feedback to others? Are your behaviors similar to those described in Situation 1 or Situation 2?
- What could you do more of or less of when providing feedback to individuals, especially feedback for improvement?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Feedback Exercise Application

Reflect on a situation in which you need to provide feedback.

Practice your feedback using the following:

Situation

Behavior

Impact

And then make a “request” for the behavior you want to see



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Feedback Group Exercise

- Share your examples in your group and select 2 that your group wants to role play (10)
- 2 people role-play the first one and others observe (10)
- Observers share what they saw (5)
- 2 other people role-play the second one while others observe (10)
- Observers share what they saw (5)
- Write coaching learnings and suggestions on the back of worksheet (5)



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

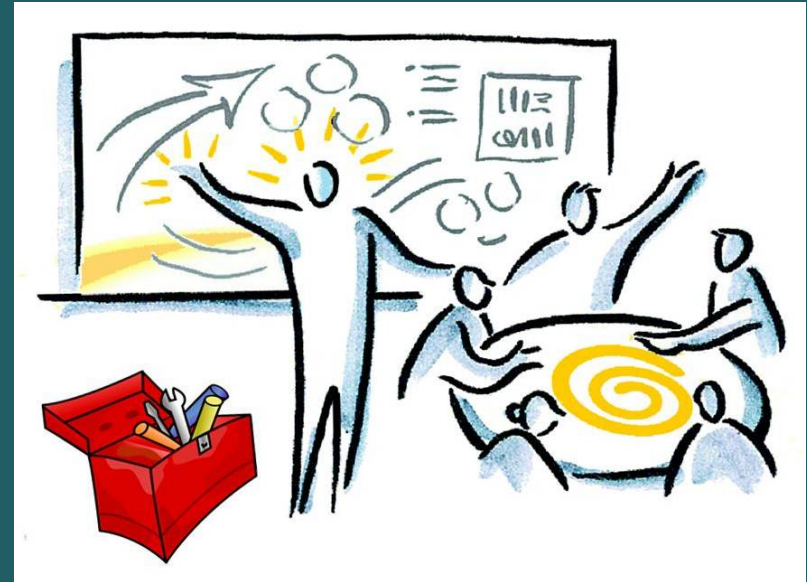
Your Providing Feedback Commitment

"Each time I am providing feedback to someone, I will...."

Facilitates Learning

Goal: To foster an environment in which learning is viewed as important and valuable

- Create a supportive work environment
- Focus on progress, not perfection
- Reinforce the change and why it is important
- Leader as learner





Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Exercise – Facilitates Learning

1. Respond to the following questions individually.
2. Then at your table, discuss your responses.
3. Generate a list of future coaching tips with your group.



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Facilitates Learning Exercise

Reflect on a new learning experience in which you have recently participated (such as this workshop)

- How did it feel to be a "beginner"? What were the pros and cons of stepping outside of your area of expertise?
- Who helped you through your new learning experience? What guidance and support did you receive?
- What did you learn about yourself?
- Identify 2-3 actions you can take to encourage others to step outside of their "comfort zones" and have a more positive learning experience.



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Facilitates Learning Group Exercise

- Share your examples in your group and select 2 that your group wants to role play (10)
- 2 people role-play the first one and others observe (10)
- Observers share what they saw (5)
- 2 other people role-play the second one while others observe (10)
- Observers share what they saw (5)
- Write coaching learnings and suggestions on the back of worksheet (5)



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Your Facilitating Learning Commitment

"Each time I am facilitating learning with someone, I will...."



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Putting it all Together

- How would you describe your level of commitment to this process?
- How many hours of practice are you willing to commit?
- How are you planning to practice your coaching skills and with whom?
- How will you schedule meetings with your own coach?
- What else might support your learning?



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Evening News

- Key takeaways or insights?
- What did you find helpful?
- Suggestions for improvement?
- Workshop evaluation



Authentic Leadership Center
at NAROPA UNIVERSITY



Coaching Through Change and Transition

Thank You!