

The 5th Annual
International Coach Federation
Metro DC Chapter

Prism Awards

Thursday, June 6, 2013
George Mason University



From the Prism Committee Chair

Welcome to the ICF Metro DC Chapter's 5th annual Prism Awards celebration.

Thank you for helping us honor three outstanding Prism finalists for their achievements and contributions to the coaching profession.

The ICF Prism Award recognizes an organization that has leveraged the power of coaching to enhance performance and accelerate results. The original design of the Prism Award was a simple, elegant, quartz crystal representing the pinnacle of collaboration between coaches and their client-organizations.

Just as a prism refracts light into the full spectrum of colors, coaching has the power to opens clients' minds to the full spectrum of possibilities in their work and in their lives.

Our congratulations to the three finalist organizations and their nominating coaches:

- U.S. Customs and Border Protection
Nominating coaches: Sharon Gazda, PCC and Gail Finger, ACC
- Defense Acquisition University
Nominating coach: Richard Hansen, Jr., ACC
- Hillel: The Foundation for Jewish Campus Life.
Nominating coach: Rae Ringel, PCC

The recognition of two honorable mentions and one winner for this year's Prism Award will be a fitting close to our 10th anniversary Capital Coaches Conference.

Our sincere thanks to Dr. Charles Appleby for moderating the pre-Prism discussion on High-Impact Coaching with Teams & Organizations, to ICF Metro DC Chapter President Barbara Smith for moderating the Prism panel, and to L. Denise Jackson of LDJ Solutions for sponsoring the Prism Award ceremony.

Please join us in toasting all of this year's nominees at our Prism Award Cocktail Celebration.

Be your best,



Carol Goldsmith, PCC, NLPT

Co-chair, 2013 Capital Coaches Conference
Chair, 2012 Prism Award Committee
President-Elect, ICF Metro DC Chapter



The Prism Program

*Presented in conjunction with the 10th anniversary
Capital Coaches Conference*

High-Impact Coaching
with Teams & Organizations

Moderator: Dr. Chuck Appleby

Introduction of the Prism Finalists

Barbara Smith, ICF Metro DC President

Prism Panel Discussion

Nominated Organizations

Nominating Coaches

U.S. Customs and Border Protection

Sharon Gazda, PCC and Gail Finger, ACC

Defense Acquisition University

Richard Hansen Jr., ACC

Hillel: The Foundation for Jewish
Campus Life

Rae Ringel, PCC

Presentation of the 2012 Prism Award

L. Denise Jackson

Prism Award Cocktail Celebration

Prism Award Finalist: U.S. Customs & Border Protection

U.S. Customs and Border Protection (CBP) is one of the Department of Homeland Security's largest and most complex components, with a priority mission of keeping terrorists and their weapons out of the U.S. The Agency also has a responsibility for securing the border and facilitating lawful international trade and travel while enforcing hundreds of U.S. laws and regulations, including immigration and drug laws.



U.S. Customs and Border Protection

The Office of Administration (OA) oversees all aspects of financial management and accountability for CBP including accounting, budget, and financial systems; procurement and acquisition; facilities and engineering; asset management; and oversight of all financial operations within CBP. OA is led by Assistant Commissioner (AC) Eugene H. Schied and consists of several Directorates/ Divisions reporting to the AC. Within each Directorate or Division, an Executive Director provides direction, policy leadership, and management oversight.

Created when the Department of Homeland Security was established after 9/11, CBP OA was, for all intents and purposes, an entrepreneurial start-up. There was rapid growth from 200 employees to 950 employees within just a few years. There has been a constantly expanding mission and multiple reorganizations. Once the agency matured and reached the required level of staffing there was a need to shift the focus from growth to maintenance. This meant developing leaders, supervisors and managers so that they could sustain successful operations over time.

The goals for the coaching program included:

1. Strategically improve leadership competencies and management skills for new supervisors, managers, and senior executives
2. Increase team collaboration, innovation, and accountability throughout the organization
3. Align programs throughout five locations across the country

Edizen Coaching & Consulting collaborated with AC Eugene Schied and numerous other CBP stakeholders to make the program a success. Over two years, 25 Edizen coaches were involved in providing:

- 12 sessions of individual coaching for 85 leaders
- Customized pre and post-coaching questionnaires
- 360 degree assessments and MBTI for Senior Executive Team (SET)
- 12 group coaching sessions on common areas of interest
- Action Learning Team Coaching for the Senior Executive Team (SET) and 14 multi-disciplinary teams (165 participants)
- Intact team coaching to improve communication and collaboration
- Two day "Coaching Workshop" (attended by 135 supervisors)

A unique aspect of this initiative is that it truly touched every level of the organization from the SET to the Action Learning teams with members from the GS-9 to GS-15 levels. A large and diverse group of employees learned how to ask powerful questions, analyze issues, and appreciate different perspectives. Strategic alignment, collaboration, and accountability have improved. Core competencies have been sustained as evidenced by a 6% increase in employee satisfaction ratings, observable changes in leadership behavior, and the results of the post-coaching surveys and focus groups.

Nominating Coaches for U.S. Customs & Border Protection

Sharon Gazda, PCC, has more than 25 years' experience in executive coaching, leadership training, organization development, HR, and strategic planning.

Throughout her career, Sharon has coached more than 200 senior managers including CEOs, presidents, agency directors, general counsels, medical directors, and CFOs, as well as hundreds of middle managers in a variety of industries and functions in both the public and private sectors. In the government arena, she has led organization-wide coaching programs for the Federal Transit Administration (DOT), Customs and Border Protection (DHS), NAVAIR (DOD), APHIS (USDA), NIH (DHHS), and Center for Disease Control (CDC). In her work as an Adjunct Faculty Coach for the prestigious Federal Executive Institute (FEI), and American University's Key Executive Leadership Program, Sharon has coached leaders from more than 40 government agencies.

She has been the lead coach for major corporations such as AT&T, Bayer Pharmaceuticals, CIGNA Healthcare, Purdue Pharma, Turner Broadcasting, The Principal, Citibank, and Blue Cross Blue Shield.

Sharon is a graduate of the Coaches Training Institute (CTI). She holds the PCC credential from ICF, BA in Sociology, Master of Education, and has completed extensive graduate work and continuing education in business, HR, and organization development.

Gail Finger, ACC, brings more than 20 years of experience in human motivation, performance, and the psychology of change to her work. She has managed numerous large, organization-wide leadership development initiatives that include executive coaching, team coaching, and Action Learning. Gail's strength is in providing excellent client service and ensuring that all programs are aligned with the organization's strategic goals.

Her clients include the Environmental Protection Agency (EPA), Department of Homeland Security (DHS), Customs and Border Protection (CBP), National Institutes of Health (NIH), U.S. Department of Agriculture (USDA), National Nuclear Security Administration (NNSA), Department of Transportation (DOT), Department of Labor (DOL), Department of Education (ED), Logistics Management Institute (LMI), Bayer Pharmaceuticals, American Water, and Price Waterhouse Cooper (PwC), as well as numerous small to mid-sized manufacturing and service businesses.

An Adjunct Faculty member of the Federal Executive Institute (FEI), Gail is certified in numerous workplace assessment tools, including 360 degree surveys, MBTI, TKI, and DiSC. She holds a BA in Psychology from the University of Connecticut and a Master's Degree in Counseling from the University of Bridgeport. She is an ICF-certified coach and a Certified Action Learning Coach through the World Institute for Action Learning (WIAL).

Prism Award Finalist: Defense Acquisition University

With headquarters in Fairfax County Virginia, DAU is the corporate university for approximately 152,000 Defense acquisition professionals, including 1,350 senior leaders. In 2008, DAU initiated a program to train exceptional faculty as coaches for acquisition



leaders in transition to positions of increased responsibility. Of over 120 clients coached through 2012, most have been senior leaders (GM15/SES and O-6/Generals/Admirals) in the Army, Navy, Marine Corps, Air Force, and Defense agencies. Formal client feedback documents that we are developing leaders and improving business results in the Department of Defense. We are positively impacting the lives of our clients and the organizations they lead with significant benefit to the American taxpayer.

Our first cohorts of faculty were trained and mentored by external coaches. Today, our coaches are trained and mentored by DAU coaches led by our Director of Executive Coaching, Richard Hansen, ACC. Following a rigorous selection process, we conduct a 10-month practicum involving five workshops of 2 or 3 days each. To “graduate,” each coach-in-training is required to demonstrate International Coaching Federation competencies, and enroll and successfully coach at least one Defense acquisition leader. They keep a journal and review their progress with a coach mentor. Client feedback includes an interview about their coaching experience.

Working with external coaches and benchmarking coaching programs in private and public sectors, DAU developed a coaching model tailored to the needs of our workforce and the expectations of our executive sponsors. Each client is coached to vision an “Extraordinary Future” involving an extraordinary business outcome and leadership development goals. The extraordinary future is cascaded into a framework of breakthroughs, strategies, actions and metrics. 360 feedback is collected through interviews to frame the “vital few” leadership breakthroughs that the client needs to achieve their goals. Coaching conversations also emphasize identification, analysis and engagement by the client with key stakeholders and the involvement of the client’s direct reports.

The DAU coaching “enterprise” of 40 coaches is managed by a team of “coaching champions.” The champions represent DAU’s five geographic regions and DAU’s equivalent of a graduate school, the Defense Systems Management College. Led by the Director of Executive Coaching, the team collaborates on the nominations of potential coaches to leaders who have requested a coach. They participate in the process to select faculty for our coaching practicum, they mentor faculty-in-training, and they contribute suggestions to improve the program, including topics to be addressed in our continuous learning program for coaches. It was through this process that Polarity Thinking was incorporated into our coaching body of knowledge.

In 2012, we instituted consistent collection of formal feedback from clients using a commercial web based tool. Using a 7-point scale (7 as highest score), the average overall score for our coaching was 6.46. The average score for our coaches has been 6.85. Clients have scored increases in their leadership capacity at 6.57, and impact on business goals at 6.11. Clients have specifically cited: Improved strategic communications, change implementation, enhanced stakeholder relationships, increased self/workgroup productivity, and increased customer satisfaction.

With strong executive sponsorship and a dedicated and capable cadre of coaches, DAU has leveraged its coaching capability into university courses such as our highly acclaimed “Leader As Coach” course which has helped shape the leadership ability of nearly 2500 acquisition workforce supervisors.

Nominating Coach for Defense Acquisition University

Richard D. Hansen Jr., ACC, in 2009 helped launch – and now leads – an initiative to create and sustain a coaching culture among key leaders in the defense acquisition, technology, and logistics workforce, to improve their programmatic performance, organizational alignment, and leadership development. Using a refined, proven coaching model and process, Richard coaches major defense acquisition program managers to design and implement an extraordinary future and stretch beyond the predictable status-quo. Additionally, he leads training, qualification, and continuous learning programs for a cadre of 40 experienced acquisition practitioners who have coached more than 120 senior government leaders.

With a solid foundation for leadership coaching in large and complex organizations, Richard served for 26 years as a dynamic leader with the US Army. He held various command and staff positions in tactical/operational artillery and infantry units. His research, development, and acquisition experience includes various assignments as a product, project, or program manager in electric guns, armored vehicles, precision guided munitions, and critical weapons, clothing, and equipment for aviation crewmen, dismounted Soldiers, and vehicle crewmen. Richard served in the requirements and resourcing fields as a member of the Objective Force Task Force, the Army's action agency to coordinate, integrate, and synchronize the Army's transformation efforts to the future force.

Certifications:

- International Coach Federation, Associate Certified Coach, 2012
- Strength Deployment Inventory Facilitator (Personal Strengths, Inc.), 2012
- Presence-Based Coaching, 2011 (Doug Silsbee)
- Leading at the Speed of Trust Facilitator (Franklin-Covey), 2010
- Masterful Coaching®, 2010 (Robert Hargrove)
- Relationship and Body-Mind Vibrance Coach (Hendricks Institute), 2008
- Six Sigma Green Belt (Humphries and Associates), 2000
- Level III Program Management (Department of Defense), 1998
- US Army Airborne, Ranger, Jumpmaster, Senior Parachutist, Expert Marksman

Prism Award Finalist: Hillel Coaching Initiative

Hillel: The Foundation for Jewish Campus Life is an organization that is committed to professional development. The quality of local Hillel professionals is the key to Hillel's success in delivering on the mission "to enrich the lives of Jewish undergraduate and graduate students so that they may enrich the Jewish people and the world." Hillel has made significant investments in its Human Resources by working with top tier consulting firms to create a professional core competency model and a comprehensive performance management system that guide all of its training and retention initiatives.



The investment in professional coaching as a core strategy of our executive leadership development is what sets Hillel apart from other Jewish non-profit organizations. Hillel's infrastructure is dependent on cultivating talented professionals who can skillfully and thoughtfully engage students on college campuses around the world. Hillel recognizes that while training sessions and conferences serve an important purpose, coaching is the vehicle that provides the most individualized approach to professional development. Hillel has created several robust coaching programs that support new directors, identify and invest in emerging talent, and challenge and inspire veterans in the field. In addition, Hillel makes coaching accessible to many other members of the senior leadership team at its international headquarters.

The David M. Cohen Fellowship is Hillel's Capstone Executive Coaching Initiative. It is the anchor of Hillel's larger investment in executive coaching as a leadership development strategy. The Cohen Fellowship benefits from an already existing and rich coaching infrastructure within Hillel. This includes a coaching-focused, year-long executive talent pipeline initiative for 8-10 high performing and high potential professionals named "Accelerate," as well as a an 18-month coaching initiative for approximately 12-15 new Hillel Directors to be coached by their veteran colleagues to ensure support and success in their new roles. Hillel has cultivated an overall coaching culture. The highly selective Cohen Fellowship invites Executive Directors who have been in their positions for at least three years to apply to be part of an 18- month professional development experience that includes 12 months of intensive coaching by ICF-certified coaches, two in-person intensive retreats, and a final 6-month self-designed professional development experience funded through the initiative.

The ROI on each of these examples is enormous for Hillel. Each executive leader improves his/her individual leadership presence and the local organization benefits. The staff and boards in each situation benefit from the changes in their leadership. Hillel is seen as an employer of choice that cares about and invests its professionals. This helps the organization have an edge at recruiting, training, and retaining the highest quality professionals in a competitive marketplace within the Jewish community.

At a time when non-profits were cutting budgets and staff due to a fledgling economy and decreased charitable contributions, Hillel fought to find funding to build robust coaching programs. It is a powerful statement that Hillel recognizes how important it is to deeply develop its leaders to help them find fulfillment through their work and lives. It is also now clear to talented professionals throughout their system that they will be invested in and will receive support to build their careers with Hillel.

Hillel is the largest campus organization in the world. Hillel is located on nearly 550 colleges and universities all over the world providing students with the opportunity to explore and celebrate Jewish identity. Over 85% of all U.S. college-age Jews, approximately 400,000, attend an institution of higher learning. Hillel's professionals lay the groundwork for students to continue to find meaning in Jewish life and foster their growth and the balance in being distinctively Jewish and universally human.

Nominating Coach for Hillel Coaching Initiative

Rae Ringel, PCC, is a certified executive coach and leadership trainer with expertise in transforming professional performance of mid-to-senior level management to drive greater business excellence. As President of The Ringel Group, Rae engages her clients in proven methodologies that promote professional growth on individual, team, and organization-wide levels. Her varied clientele includes Fortune 500 companies, not-for-profits, U.S. government agencies, and entrepreneurial start-ups.

Prior to opening The Ringel Group, Rae was the Director of Professional and Volunteer Development at United Jewish Communities (UJC), a \$2 billion dollar annual enterprise that provides humanitarian and development assistance around the world. She devised an award-winning interactive web-based training program and inspiring workshops, retreats, and conferences to train and educate a national network of more than 20,000 professionals and volunteers.

Rae is globally recognized as an innovator in the field of not-for-profit fundraising and board development. Foundations around the world have turned to the Ringel Group to reevaluate their mission, structure, board, and professional base. Rae has designed cutting-edge coaching programs to advance professional performance at all levels of an organization.

Rae also serves as a lead coach for PEJE (Partnership for Excellence in Jewish Education) and a consultant for Hillel: The Foundation for Jewish Campus Life.

The Ringel Group, in cooperation with the Center for Leadership Initiatives, developed and implements a six-month facilitation-training program in the U.S. attended by executives and small business owners from across the U.S. and the Middle East.

Rae is a Phi Beta Kappa Graduate of University of Rochester. She received her Master's Degree in Organizational Psychology from Columbia University, and earned her Executive Coaching certification from Georgetown University. Rae serves on the faculty of Georgetown University's Leadership Coaching Program and holds teaching positions at Freddie Mac University and the Wexner Foundation.

About the Moderator

Chuck Appleby, PhD, helps leaders build great organizations – organizations whose systems, strategy, and culture allow people to achieve personal fulfillment and business results. As an executive coach, facilitator, consultant, and educator, he has worked with senior leadership teams around the world in government, non-profit, and commercial organizations.

His clients include John Hancock, Wells Fargo, Manulife Financial, Nielsen Microsoft, VeriSign, Exelon, Disney Studios, Rolls Royce, Booz Allen Hamilton, Discovery Communications, BAE Systems, comScore Networks, Northrop Grumman, British Airways, Midwest Express Airlines, the Department of Energy, and other government agencies.

Dr. Appleby is co-founder of the World Institute for Action Learning (WIAL), a certified Master Action Learning Coach, and president of Appleby & Associates. He serves as an Adjunct Faculty member at George Washington University, where he teaches courses in Action Learning, organization development, consulting skills, leadership, and change management.

About the Prism Jurists

The ICF Metro DC Chapter thanks our distinguished Prism jury for their dedicated service. These three jurists' vast and deep experience in the world of organizational coaching uniquely qualifies them to assess, compare, and ultimately select the Prism finalists and winner. Their decision was especially difficult this year. They wish to commend everyone who applied for their contributions to coaching.

Karol Eller is a Lead Associate at Booz Allen Hamilton, where she oversees multiple leadership development programs focusing on the integration and immersion of executives into the firm and into new leadership roles. From 2005 to 2010, Karol led Booz Allen's executive coaching program. She has more than 20 years of experience in coaching, consulting, management, and leadership development. A member of ICF and the International Consortium for Coaching in Organizations, Karol completed Integral Coaching Canada's Foundation & Apprenticeship Program and Coach U's Coach Training Program.

Lee Salmon, PCC, has more than 40 years of experience as an executive coach, management consultant, and mentor. He is principal in his own business, Learning for Living, LLC. Before retiring from government after 22 years of service, Lee was executive coaching program manager for the Federal Consulting Group, National Business Center, Department of Interior. His background as a health physicist and change leader has helped him achieve outstanding results in support of government and private sector executives in scientific and engineering organizations that are facing complex change.

Lynnette Yount, MCC, is founder and principal of Lynnette M. Yount Associates, Inc., a leadership and organization development firm specializing in coaching, training, and organization transformation. An ICF Master Certified Coach (MCC), Lynnette completed the George Mason certificate program in Coaching and Organization Learning in partnership with Newfield Network, where she also serves as a mentor coach. Lynnette is committed to developing public leaders. Her work with Arlington County government earned the organization – and Lynnette, as the nominating coach – the 2011 Prism Award.

