



FROM THE DESKS. . .

Of the Co-Editors

In a fit of fortuitous foresight, we picked the theme for the current issue, *Organizational Coaching in Financial Institutions*, just before the debacle began. We were fascinated by the sector's oversized influence in the developed world's economies and public life. In a parallel fashion, we also were curious about how such vertiginous growth and expansion were impacting financial organizations' staff and the coaching conversations that were occurring there. It has been an arduous issue to compose, as executives and coaches alike were figuring out what was happening in their respective fields and what they even could comment on. Financial institutions large and small felt under scrutiny and siege by the public and by governments worldwide. This fostered a general tendency to hunker down and to react rather than reflect.

Almost two years later, reverberations still resonate. It's time for our authors to articulate the epilogue of this phase by virtue of their thoughtful contributions in this issue. They have appreciatively challenged the industry from the inside, examined the efficacy of coaching past and present, as well as the opportunity for coaching in the future. They call for greater alertness and self-responsibility among leaders and the public with regard to financial matters.

To begin the issue, we have an insightful article from Art Gingold, an experienced coach who has been coaching senior executives in Wall Street financial institutions for more than ten years. He had an unprecedented opportunity to work with them during their time of crisis. Art offers his perspective on the challenges they faced and what's needed in the future, thoughtful lessons learned for fellow coaches, and a view on how the landscape has changed, perhaps irrevocably.

Sylvana Caloni was an international bank executive for more than fifteen years before changing careers, becoming a coach and developing her coaching practice with hedge fund managers in London. She offers a unique view of the financial services industry and boldly asks questions about the underlying mind-sets, beliefs and practices that have contributed to our current situation and continue to strongly influence the global financial world.

In the coaching community, Agnes Mura has gained respect through her years of volunteer work on behalf of excellence in organizational coaching. Having been an international banker, she can speak candidly about the way in which leaders in financial institutions, hand in hand with their coaches, either make the most of what the recent events are teaching them, or miss an incredible opportunity for reflection and renewal. Read her interview with interest and an appreciation for her perspective.

Lee Salmon is completing an illustrious career as the Executive Coaching Manager of the Federal Consulting Group, an organization inside the U.S. Department of Interior that provides consulting and coaching services to executives, managers and departments within the Federal government. He discusses recent programmatic coaching work on leadership development for managers within governmental financial institutions, with special attention on personal resilience, a key set of skills that enable one to adapt well to a turbulent and rapidly changing environment.

Brenda Smith was a bank executive before becoming an executive coach and developing an international coaching practice. She offers a fresh, research-based understanding of our evolutionary and conditioned

biases about money, the need for emotional intelligence and its role in making wise financial decisions. She suggests a different, bold approach that visionary leaders in the financial industry can take which would create a new value proposition for (the structure, support and delivery of) financial services.

We are very fortunate to include in this issue the perspective of someone truly “in the trenches.” Paul Fil currently manages learning and development at a highly respected financial institution, and has also literally served in the trenches – in the armed forces. This allows him to comment about coaching and its relevance, as well as about ways in which military and financial leaders see and apply employee and leadership development. Are there valuable parallels and distinctions to be observed?

Allison Davis is not only an experienced practitioner of executive coaching, but also – by virtue of her role with the consulting firm Right Management – very well positioned at the intersection between coaches, the users of coaching, the intermediaries who facilitate organizational coaching assignments and the researchers who continually scan the horizon of the industry for changes and trends. In her article, Allison draws on current data about the views of financial professionals and develops invaluable coaches’ pointers for the principal types of coaching assignments most needed in this cycle. We appreciate having such a handy and practical contribution to today’s shifting - and thriftier - landscape of coaching.

Mike Jay once again delivers his insightful Musings column, this time on coaching in the financial industry. He encourages coaches to focus on developing self-knowledge in our financial services clients, critical for the insights and choices that become possible, and a countervailing force against our ego-driven decision tendencies.

To conclude this issue, we also have the pleasure of presenting a peer reviewed article by two consultants, Paul Sherman and Betty Bailey. They have a story to tell about a model of team coaching and an example of its application with a client company. Read closely for the integration of coaching, consulting and facilitation in creating new levels of learning, teamwork and performance.

The co-editors believe we are incredibly fortunate to include such a broad range of perspectives from such distinguished practitioners. Harmonics of the financial meltdown will continue to reverberate throughout the world for years to come, at political, governmental, institutional, organizational and personal levels. A learning opportunity is available to everyone, whether or not we requested it: generate as much knowledge, understanding and wisdom from these experiences and their complex, underlying causes as we can. Enjoy this issue.

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