



The CCO Being Together in Community Handbook

August 2022

Welcome to the Center for Coaching in Organizations community. This handbook provides information to support your experience in and with our community, whether you are an ECO cohort member, faculty, board member, volunteer, vendor, or visitor.

This isn't your traditional handbook. It's brief, for one thing. It's also:

- An invitation to you to be aware of your potential and your impact.
- An expectation that you act in service of yourself, the work, the learning, and the community.
- And a request that, like us, you commit to holding the whole of safe space.

If you've embarked on coach training, you aren't in this just for your own growth. You're in it for your clients' or team members' best interests, goals, and dreams. If you're a vendor, you're in it to add value to your customers and gain a fair return on your effort. If you're a volunteer, you're in it to add your gifts in support of the mission and vision of the organization and an opportunity to network with like-minded others. If you're faculty, you're committed to supporting the growth and flourishing of your students while expanding your own skill set.

We have expectations in this community. The most basic ones are that people in this community use good judgment, act in good faith, ask for and be open to receiving support, and “clean up after themselves.”

Raise a concern. Begin a conversation.

We encourage you to bring concerns forward. Our commitment is that we’ll meet you with support, openness, confidentiality, and an approach grounded in coaching philosophy and practice that works toward resolution and repair. Our first goal is to ensure the safety of the learning environment and community through behaviors in concert with our mission, vision, guiding principles and community agreements. ([See those below.](#))

If you have a concern, begin a conversation. Use email, phone, Zoom or Slack, whichever feels safe and confidential to you. We don’t call it a complaint process for many reasons. Complaint is too strongly associated with adversarial approaches. We call it having a conversation. We call it opening the door to resolutions that sustain or recover psychological safety, a safe space for learning, and the surety of belonging and respect for everyone involved, as often as is possible.

We hope that you will act on your discomfort even if you can’t explain it. Just reach out and we’ll help you, as coaches and leaders do, to articulate what’s important to you.

Live the CCO Guiding Principles and things are likely to be fine, and when “sh*t happens,” talk to someone as soon as you possibly can. We understand that it may take time to feel ready to speak up. But we can only address that which we know about. Please trust that whatever it is, we want to know about it.

We reserve the right to dismiss any student or faculty who violated the ethics and standards of the community.

Even within a coaching approach, there are lines in the sand

If there are threats to the CCO/ECO culture and community, they must be addressed. They *will* be addressed. Threats include, but are not limited to:

- Sexual and non-sexual harassment/anti-bullying
- Discrimination

- Plagiarism/IP/Scholarship
- Workplace Hostility, Violence and Weapons
- Violations of the ICF Code of Ethics
- Unsafe public health behaviors
- Actions that violate the rules or policies of the physical or virtual spaces CCO uses for classes, retreats, learning events, etc. (i.e., West End Conference Center, Mt. Olivet Retreat Center, Zoom rooms, Pheedloop)
- Actions that violate city, state, or federal laws and regulations
- ECO Course Guidelines and Policies (in course syllabi)

We're all responsible for cleaning up

Sometimes learning is messy. The same is true with our work with clients, teams, and organizations. Sometimes we will go to the edge and over it when we work in service of our clients. If we go over the edge and make a “mess,” we clean it up with our clients and we will do the same with our community. Making a mess may include things like breaking trust, implicit bias, missing deadlines, disagreements, and so forth.

As a member of this community you agree that if you are a part of making a “mess,” you will be a part of cleaning it up. Note: friction in relationships is normal. Stepping up to resolve differences, repair trust and move forward together isn't as normal but we're hoping to make it so.

Life can get in the Way

We are here to support your intention to successfully complete the ECO coach training program. Life has its challenges, both joyous and stressful, even painful: family emergencies, personal illnesses, job transitions and promotions, physical moves and new homes, deaths, and births, too. Let's be in conversation about all of it and how we can support you to be present to life and continue your coaching journey.

Changes to this Handbook

Things can change, and we'll make you aware of changes to this handbook either on the website or in your course materials or contracts.

It's your responsibility to understand what this Handbook covers and to ask questions if you're unsure. With your signature, you are saying you do understand, and to the best of your ability, and you will join us in keeping the CCO/ECO community a safe, thriving space for all. Thank you!

Name (print and sign)

Date

Mission, Vision, Guiding Principles and Community Agreements

The following pages offer a deeper glimpse into the CCO Community foundations:

- [Mission](#)
- [Vision](#)
- [Guiding Principles](#)
- [When in Community with Others, I will...](#) Statements

CCO's Mission

The Center for Coaching in Organizations' mission is to unleash human potential through coaching in organizations. We believe in empowering people to grow, thrive, heal, and find their way to flourishing. Our work transforms the lives of the students, coaches, and leaders with whom we interact.

We unleash human potential by:

- Inspiring people to find their voice and operate from a place of trust, truth, and love.
- Supporting leaders to shift their mindsets to solve big, complex, messy problems with grace and clarity.
- Growing leaders who bring the power of coaching to their organizations and the communities they serve.
- Expanding access to coaching in organizations for all.

Vision

It's common practice for an organization to have the big three: Vision, Mission, and Values. We aim to be an uncommon organization, steeped in trust and collaboration, exploration, and impact for the greater good.

So, we don't have Values. We have Guiding Principles. We do have a Mission. And for sure we have visions, and some would say those visions are pretty far "out there." But no need to worry. We are firmly grounded in reality at the same time we're committedly aspirational in nature.

Our leadership team was guided on a vision-walk into our future – a decade out. We found so much there it's difficult to share without seeming unrealistic to the audiences who don't know our history, don't know the power of coaching, and may have lost faith in organizations.

Take a walk with us into this decade and you'll find that CCO is all about building leaders who think differently and believe differently. In many ways, as a society, we've outsourced trust to organizations. That's a heavy responsibility.

We need leaders who will steward that trust, work to repair it when it's broken, and nurture it every chance they get. These are leaders who can hold a balance between the individual and the collective good, and between doing well financially while doing good communally.

CCO's vision, simply put, is to use the power of coaching in organizations to grow and empower these leaders to grow and empower their employees and stakeholders, who in turn will grow and empower their families and communities. All around this big, beautiful planet.

And we welcome you, as CCO/ECO community members to join us in making this vision real.

Guiding Principles

Guiding Principles are deep, enduring truths. When we believe in, operate, and make choices based upon these principles, we flourish as individuals and as an organization, and we realize our mission in the world.

- **Trust** is the essential condition that sets the conditions for everything else.
- **A firm ground and a brave enough space** invite people to bring all of who they are.
- **Interdependence underlies everything.** The collective can only exist and flourish to the extent that individuals are supported to thrive and flourish themselves. Individuals can thrive and flourish to the extent they are supported by the collective.
- **The quality of relationships** determines the quality of the results.
- **Diversity and equity** generate resilience, sustainability, and expansive possibilities.
- **A caring, connected community in authentic communication** taps into the power of the collective.
- **Start with questions. Lead with listening.** Allow the work to change you.

When in Community with Others, I will...

During our annual Coaching in Organizations Summit, we begin each session with this slide. We believe each class, each retreat, each work project, and every CCO interaction benefits from being in community in this way.

When in Community with Others, I Will:

- Start with questioning, lead with listening.
- Invest in quality relationships for a moment, a breakout, a program, a lifetime.
- Be an invitation for others to bring all of who they are.
- Not be slowed down by trying to be perfect.
- Turn my insights into embodied action.
- Cultivate selfawareness with a determination to accept, even lean into discomfort as part of the process of growing, learning, and challenging ourselves and the systems we've been a part of forever.
- As much as I'm able, in any given moment, operate from a place of trust, truth and love. And I will be gentle with myself and others when I'm unable.
- Know I have a mindset and beliefs, and for the greater good, own them, explore them, and allow the work to change me.
- Understand that the individual and the collective are interdependent. What I think, what I do, what I don't do it all matters to all of us. And we care.
- Trust that accountability is fuel for growth, not a means to shame or blame.



Coaching in Organizations Summit 2022

Unleashing Human Potential through the Power of Coaching in Organizations

References

If you are curious to read more these are links to references that speak to the legal and ECO program boundaries within which CCO operates:

- [Sexual and non-sexual harassment/anti-bullying](#)
- [Discrimination](#)
- [Workplace Hostility, Violence](#) and [Weapons](#)
- Violations of the [ICF Code of Ethics](#)
- [Unsafe public health behaviors](#)
- Actions that violate [city](#), [state](#), or [federal](#) laws and regulations
- ECO Course Guidelines and Policies including Plagiarism/IP/Scholarship (in course syllabi)