

WELCOA's News & Views

The Power Of **Coaching** To Improve

Employee Health,
Creativity & Performance



An Exclusive Expert Interview
with Margaret Moore

For more interviews, visit
www.welcoa.org



ABOUT **MARGARET MOORE, MBA**



Margaret Moore, known as “Coach Meg,” is a 17-year veteran of the biotechnology industry in the UK, Canada, US, and France. In 2000, she shifted to prevention and well-being and founded Wellcoaches Corporation, a strategic partner of the American College of Sports Medicine. Since the Wellcoaches School of Coaching opened in 2002, Wellcoaches has trained more than 6,000 health professionals as health and wellness coaches in 47 countries.

Margaret is also co-founder and co-director of the Institute of Coaching at McLean Hospital, a Harvard Medical School affiliate, and co-director of the annual Coaching in Leadership & Health Care conference offered by Harvard Medical School. She co-leads the National Consortium for Credentialing of Health & Wellness Coaches (www.ncchwc.org), a consortium of 75 organizations which is developing a national certification and training and education standards. She is the lead author of the first coaching textbook in health care, the “Coaching Psychology Manual,” and co-author of “Organize Your Mind, Organize Your Life,” a book translating the neuroscience of brain organization into self-coaching tools. She publishes blogs at Psychology Today and Huffington Post and tweets @coachmeg.

WELCOA's News Views

An Expert Interview with
Margaret Moore

ABOUT **DAVID HUNNICUTT**



Since his arrival at WELCOA in 1995, David Hunnicutt has interviewed hundreds of the most influential business and health leaders in America. Known for his ability to make complex issues easier to understand, David has a proven track record of asking the right questions and getting straight answers. As a result of his efforts, David's expert interviews have been widely-published and read by workplace wellness practitioners across the country.

David Hunnicutt can be reached at dhunnicutt@welcoa.org.



Coaching expert, Margaret Moore, known better to her clients as “Coach Meg,” shares her insights from more than a decade of innovation and influence in the field of coaching. “With a skilled coach,” she believes, “change doesn’t feel like a heavy burden and hard work.”

In this exclusive WELCOA Interview, Coach Meg emphasizes the many ways health and wellness coaches can impact employee health—and an organization’s ROI—by helping individuals navigate the mindset and behavior change process, enabling full engagement in a health-giving lifestyle. In the pages that follow, you’ll find tips for incorporating a coaching program into your worksite health initiative and read about all the benefits coaching can bring to your organization.



Dr. David Hunnicutt: What characteristics make a good health coach?

Margaret Moore: My background and first career was in biotechnology, so I often think about the genetic basis and biology of psychological phenomena. One starting point is that coaches ideally are by nature or nurture wired to believe that people can change. Good coaches look at people who are struggling and see the possibility and opportunity for healthy change, even transformation. We’re not always successful, that’s for sure, but people are naturally drawn to good coaches because of the coach’s ability to see unrealized potential in people and make them feel safe and affirmed so they get more interested in change. With a good coach, the journey of change is engaging, even fun, more like an adventure than hard work.

“Good coaches look at people who are struggling and see the possibility and opportunity for healthy change, even transformation.”



WELCOA'S
dyk
DID YOU KNOW...

Wellcoaches Is A Leader In Training Wellness Coaches

Wellcoaches is leading the way in establishing health and wellness coaches as game-changing professionals in health care, corporate and consumer wellness. Become a member of Wellcoaches to take part in certified training and receive never-ending inspiration, learning and support in coaching. You’ll also be connected to the Wellcoaches community of coaches, now 6,000 strong in 47 countries.

Visit:

www.wellcoaches.com

WELCOA'S
dyk
 DID YOU KNOW...

The Institute Of Coaching Has The Latest Research On Coaching

The Institute of Coaching is a non-profit organization dedicated to enhancing the integrity and credibility of the field of coaching. By advancing coaching research, education and practice, the Institute supports professional coaches and others who use coaching skills in their personal and professional lives.

Visit:

www.instituteofcoaching.org

A good health and wellness coach has a compelling presence, she or he is confident, calm, energetic, fun, and has the courage to take risks and invite clients to stretch at the right moments. The coach's radiant presence lifts a client's energy from the moment a coaching session begins. Some health professionals have a natural coaching presence before becoming a coach. However, lots of people become coaches and only discover that they have the presence of a coach during training. You discover through your own transformation that you radiate calm, confidence, fun and a sense of adventure.

“With a good coach, the journey of change is engaging, even fun, more like an adventure than hard work.”

DH: What does the coaching process look like?

MM: I think coaching is all about creating a climate and mindset that will help a client learn and grow. Neuroscientists have taught us that there is a set of optimal conditions for the brain to learn. For example, we know that negative emotions cause frenzy or “brain static,” which impairs our ability to focus. In work and life we tend to be problem-focused which impairs the function of the brain's “executive region,” the left prefrontal cortex. As a coach, you help tame your client's frenzy by building some positivity early on in every session well before addressing any challenges. Next, you need to help clients identify what makes them thrive, creating a dream and vision for a future of thriving and purpose. You want to help people imagine what their life would be like if they had more mental and physical energy so that they can play a bigger game.

“...coaching is all about creating a climate and mindset that will help a client learn and grow... You want to help people imagine what their life would be like if they had more mental and physical energy so that they can play a bigger game.”



After you've helped your client spark their heartfelt motivation and connect to a magnetic vision, it's time to work on building confidence. You can have all the motivation in the world, but if you don't believe you can reach your dream, your motivation goes to sleep to avoid the disappointment of failure. Your clients must believe they have the capacity and resilience to change, and it's your job as a coach to guide them along the way to grow confidence in the face of challenging obstacles.

DH: How important are results to the coaching process?

MM: It's pretty hard to keep your motivation fired up if you don't notice any improvements quickly. People are busy and distracted and often don't stop and notice small improvements in their energy and brain function. Without mindful self-reflection they may not make a connection between what they had for breakfast and how they felt two hours later. For example, noticing how much better one's brain performs after a healthy breakfast instead of a donut and coffee, or after a piece of grilled fish and veggies for lunch instead of fish and chips. Coaches have to help people unpack and amplify their awareness and experience of small changes, so they notice when they do or don't feel better.

“People are busy and distracted and often don't stop and notice small improvements in their energy and brain function. Without mindful self-reflection they may not make a connection between what they had for breakfast and how they felt two hours later.”

Log on to the nation's premier website for workplace wellness!

www.welcoa.org

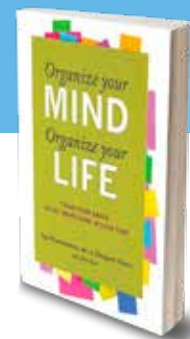
WELCOA'S
dyk
DID YOU KNOW...

Frustration And Stress Are Symptoms Of A Disorganized Mind

Dr. Margaret Moore is the co-author of "Organize Your Mind, Organize Your Life," a new book and potent tool for making lasting change. This remarkable read shares guidance from two respected experts and is designed to help you gain clarity of thought so you can conquer the chaos.

Get Your Copy At:

www.coachmeg.com



WELCOA'S
dyk
 DID YOU KNOW...

WELCOA's eStore Has The Resources You Need For Employee Wellness!

WELCOA offers the best selection of colorful, easy-to-read employee resources and wellness products. Browse our leading wellness products including brochures, lifestyle guides, books and much, much more—all in one convenient location!

Shop WELCOA's eStore – visit:

www.welcoa.org/store

I also think it's important to realize that you can't make sustainable change in days and weeks. With a robust coaching process, we see positive change within the three-month time frame. However, I think it takes closer to a year to create an extensive new brain network that supports lasting change. I like to take a look back a year later in an anniversary session to reflect on how far a client has come. You both know a transformation is on solid ground when your client looks back and says, "Ah! I love to cook healthy meals and exercise regularly. I've never had more energy for work and family. I can't imagine going back to the way I used to be."

DH: How do you make coaching work for the employer and for the employee?

MM: Most employers follow a medical model and focus on numbers like blood pressure and cholesterol as their primary instruments for predicting health. We have plenty of evidence that employers can save money if someone improves their blood pressure, cholesterol ratios and loses weight, but the numbers don't tell the whole story. They don't predict sustainable change.

My experience is that for many clients it is vital to first address their chronic psychological stress. If you're stressed, not only are you at high risk of chronic disease, but you don't have the energy to take care of yourself. You're barely getting by—surviving and not thriving. You are certainly not at your most brilliant and creative. Only 20% of the population is thriving mentally, so for many clients, it's best to work on mental thriving first.



As coaches help people address and transform their stress from a problem to an opportunity, they have more energy and capacity at work. They feel better and bounce back more quickly from adversity. Then, sometimes without discussion, they start engaging in healthy behaviors. I can't tell you how many coaching clients have bounced back into life after we've worked together to lighten their stress load. It starts a positive upward spiral, like a domino effect: this week's goal addresses a life or work challenge and when the client reports back the following week, they just happened to start wearing a pedometer and walked more, or they decided to eat more fruits and veggies. Once we lighten life's burdens, people become more confident and their motivation to take better care of themselves comes alive. When we feel more positive emotions, the left prefrontal cortex, also the home of self-regulation, starts to do its job better and helps us decide to make small choices that lead to a healthier future.

“As coaches help people address and transform their stress from a problem to an opportunity, they have more energy and capacity at work.”



WELCOA Offers Premier Webinars

Every year, WELCOA offers a dynamic webinar and certification series—with exciting topics designed to help you build and sustain results-oriented wellness programs. Each session, conducted by an expert in the field, is offered in a convenient webinar that allows you to take part in the nation's premier worksite wellness training from the comfort of your office!

Check out WELCOA's webinar schedule at

www.welcoa.org/consulttrain/about.php



Over 5,000 US Companies Are WELCOA Members

WELCOA's member benefits include the tools, information and resources you need to build effective, results-oriented wellness programs—programs that help you better contain costs, improve employee health and increase engagement in your workplace wellness initiatives.

See what the WELCOA Nation is all about—visit:

www.welcoa.org/member/benefits.php

An employee's biometric numbers may not change right away, but their energy and their mojo comes to life, and that's easy to notice. A good coach helps people start with the goals that unleash an upward spiral. When that happens, great outcomes will unfold—for both the employer and the employee.

DH: Today, there's a lot of concern among executives and wellness leaders about coaching and ROI. Is coaching cost effective for an organization?

MM: The reason I co-founded the Institute of Coaching is to establish an academic home for coaching—translating science into coaching practice across executive leadership coaching, as well as health and wellness coaching. We mine a lot of research studies for lessons to learn. Coaching research in corporations is challenging to conduct and hard to generalize given the diversity of corporate cultures and coaching protocols. There are a few promising studies though. Health Dialog in 2010 published a paper in *JAMA* that showed a very nice ROI on their health coaching model for care management. A Johns Hopkins/Healthways study published in the November 2011 issue of *The New England Journal of Medicine* showed that 40 percent of participants who received an obesity coaching intervention sustained five percent of their weight loss at the end of two years. There also was no statistical difference in outcomes of phone coaching vs. an in-person coaching protocol.

“... the bigger opportunity for ROI is to improve mental and physical thriving, which leads to more energy, creativity, resilience, productivity and loyalty – precious outcomes that you can observe with your own eyes.”



Another challenge in studying coaching ROI is that health care costs don't necessarily come down right away. The progress of chronic diseases takes years and decades, not weeks and months. We're bending the cost curve for the long term. When companies use predictive modeling to identify people with high costs that will come down with lifestyle change, you can see a strong ROI in a year, which is why coaching resources are often concentrated on a high-risk population. For most of us, the bigger opportunity for ROI is to improve mental and physical thriving, which leads to more energy, creativity, resilience, productivity and loyalty – precious outcomes that you can observe with your own eyes.

I think that's where the real upside is in the short term. My experience in coaching executives is that when they experience this phenomenon in themselves and others, I can't get them to discuss the ROI question anymore because they get it. They see a colleague go from being 40 pounds overweight to lean, fit and lively. They can see how he is sharper, has more stamina, and how his impact is more powerful. They understand that health and vitality is a competitive advantage.

DH: How should companies go about selecting a coaching firm for their organization and employees? What criteria should they use?

MM: I think the first question to ask is whether or not you want an onsite coach because that really sends you down different paths. Health and wellness coaching is an intense service and a coach can't serve a thousand people. Distance or phone coaching may work better in some settings than others. For example, I've found that in hospital settings people are used to a hands-on approach, and they don't really like the distance model. So, you need to know if you want the coach to be onsite, visible and part of the culture.



WELCOA Members Get Free Incentive Campaigns

Innovative incentive campaigns from WELCOA offer you fresh ways to engage employees in wellness programs. Campaigns focus on a range of topics including: physical activity, nutrition, stress-management and more—and come complete with everything you need to be successful!

Browse sample campaigns at:

www.welcoa.org/freeresources

Every year, WELCOA members get 3 new incentive campaigns at no cost. Become a member today!

www.welcoa.org





The Benefits Of WELCOA Membership Are Many...

WELCOA member benefits are specifically designed to help you:

- **LEARN** What You Need To Succeed At Workplace Wellness
- **CONNECT** With The Nation's Best Wellness Practitioners
- **BUILD** A Results-Oriented Wellness Program
- **IMPROVE** The Health Of Your Employees

More than 5,000 US companies use WELCOA Membership to build and sustain successful worksite health initiatives. Join the Nation's largest community of worksite wellness professionals—become a WELCOA member today!

For more, visit:

www.welcoa.org

Second, you need to decide if you want to hire your own coach or a team of coaches versus contracting with a coaching vendor. I always suggest that employers ask to have some sample coaching or listen to a session or two. Make sure you're exposed to how well the coaches perform. How well trained are they? What are their protocols? Make sure to experience their coaching sessions because there's a big difference between barely OK and great coaching. Keep in mind that it takes two or three years to get really skilled as a coach. You rarely pop out of school with the ability to be successful with people across the board.

DH: What do you think about the distance or telephonic style of coaching that many call "robo-coaching?"

MM: You know, in a survey of coaches and clients we once asked a key question that I think sheds light on this issue. The question to clients was: "Did you have any breakthrough insights?" The clients who received brief sessions—or robo-coaching as you call it—were scratching their heads! They responded along the lines of, "Insights? What's that?"

I believe that the active ingredient in coaching is generating small and large insights because that's what starts and sustains the change process in the brain. If you haven't shifted mindsets even a little bit then you haven't really set the change process in motion. Short coaching sessions are not always designed to generate insight. Good sessions have a warm-up, a workout and a cool down. Clients come away energized by new perspectives and possibilities. If no insights are generated, people aren't motivated to continue because nothing happened that was meaningful.





The brief, robo services are probably not doing any harm and they may even occasionally save a life. But, the partnerships don't go deep and wide enough to deal with the real lives of people who are not thriving.

DH: How does someone go about becoming a wellness coach?

MM: First do your homework and make a decision about where you want to get trained, as there are a number of options. Each group that trains coaches has a different culture; we each have our own kind of family, so to speak. If you join a group whose culture doesn't match your style and needs, you're not going to be at home. So, take your time to choose the school that best fits you. Most schools offer ongoing and advanced training programs. It's going to be a long-term relationship, so make that selection carefully.

Then, I say to coaches, just jump in with both feet and don't worry about where you land for a while because once you're on the road to becoming a coach, you find yourself going through your own personal transformation. If you try to decide too early how and where you will coach, you're going to get ahead of yourself. So, let the process do its work. Let it take you where it takes you, and when you come out on the other end, you'll be much clearer on where you want to go with your coaching career.

Additionally, I will say that if you want to move into coaching in the corporate sphere, it's a good idea to jump in and get coach training on your own time, using your own resources. Then you will stand out from the crowd. You've just demonstrated your initiative and have proven that this is truly what you want. You're more the master of your own destiny.

WELCOA Membership Is Just \$1 A Day

Get all the training and resources you need to build a successful, results-oriented workplace wellness program and improve employee health! Join the nation's premier resource for workplace wellness.

Become a WELCOA member today! Visit:

www.welcoa.org/member/benefits.php



WELCOA'S
dyk
DID YOU KNOW...

The Well Workplace Model Offers Results

The ultimate goal of WELCOA membership is to help you successfully design and implement results-oriented wellness programs. Using the proven WELCOA Well Workplace Model and patented Seven Benchmarks approach, your organization will get an inside track to becoming one of America's Healthiest Companies.

Read more about WELCOA's approach at:

www.welcoa.org/wellworkplace



Notable & Quotable

from Margaret Moore

On The Characteristics Of A Good Coach...

A good health and wellness coach has a compelling presence, she or he is confident, calm, energetic, fun, and has the courage to take risks and invite clients to stretch at the right moments. The coach's radiant presence lifts a client's energy from the moment a coaching session begins. **PAGE 4**

On The Role Of A Coach...

After you've helped your client spark their heartfelt motivation and connect to a magnetic vision, it's time to work on building confidence. You can have all the motivation in the world, but if you don't believe you can reach your dream, your motivation goes to sleep to avoid the disappointment of failure. Your clients must believe they have the capacity and resilience to change, and it's your job as a coach to guide them. **PAGE 5**

On When You'll See Results From Coaching...

I also think it's important to realize that you can't make sustainable change in days and weeks. With a robust coaching process, we see positive change within the three-month time frame. However, I think it takes closer to a year to create an extensive new brain network that supports lasting change. **PAGE 6**

On How To Select A Coaching Firm...

I always suggest that employers ask to have some sample coaching or listen to a session or two. Make sure you're exposed to how well the coaches perform. How well trained are they? What are their protocols? Make sure to experience their coaching sessions because there's a big difference between barely OK and great coaching. **PAGE 10**

On The Benefits Of Face-To-Face Coaching...

I believe that the active ingredient in coaching is generating small and large insights because that's what starts and sustains the change process in the brain. If you haven't shifted mindsets even a little bit then you haven't really set the change process in motion. Short coaching sessions are not always designed to generate insight... If no insights are generated, people aren't motivated to continue because nothing happened that was meaningful. **PAGE 10**


DH: Can you share one or two major lessons that you've learned along the way when it comes to coaching others?

MM: I think the first thing is that you have to recognize just how many challenges people face today—that many are truly struggling. I think it's important to have compassion and a deep empathy for the human condition and for just how hard life can be. I hear a lot of people who simply don't get it and they'll say things like, "Why don't people just do the right thing?" Of course, that type of thinking is patronizing and condescending, and it only creates resistance and alienates people. It's essential to not give up on people. So, I think the first lesson is that you need to be empathetic.

The second lesson is that you need to start with yourself. Even those committed to health and wellness have room for improvement. If we don't work on ourselves, it's very difficult to appreciate how hard change can be. So, being a role model and being empathetic are a good start.

DH: Is there anything additional that you'd like to share with wellness practitioners out there?

MM: I would like to add that in my travels I find that most leaders believe that they have to sacrifice their health for their work. They are willing to spend money on corporate wellness because they know they've got to bring down health care costs, but when it comes to themselves, they really believe that if they put their health first, their performance will suffer. I can't tell you how many executives have told me this.

When executives don't put their own health first, they're driving with the brakes on, and they're not fully engaged in supporting others. So, I think it's important that we coach people at the top first. We need to help them understand that when they put their health first, their business performance soars, and they gain stamina and creativity they never knew they had. If we can help top leaders put their health first, then a real shift will happen. Then, the ROI discussion and really supporting people in meaningful ways will just travel all the way down through the organization. 



WELCOA Created The First Social Network For Workplace Wellness

SWELL—a social network for the WELCOA Nation—is a new member benefit for 2012!

Learn from the collective wisdom of the WELCOA Nation when you connect and share with other WELCOA members. SWELL is a tool that puts practitioners, professionals and organizations in touch—to share their questions, challenges and secrets for success.

Join WELCOA to ride the wave with SWELL—Visit:

www.welcoa.org



UPCOMING TRAINING EVENTS

WELCOA 2012 Webinar Series

We are pleased to announce our dynamic 2012 WELCOA Webinar Series. This year, we are focusing on a number of exciting topics that will help you in your quest to build and sustain a results-oriented wellness program. Each Webinar is

conducted by a nationally-recognized expert in the field of workplace wellness. And perhaps best of all, each session is offered in a Webinar format which allows you to access the information without having to leave your office.



*The Webinar series is free to WELCOA members. If you are a current WELCOA member and would like to register, please visit <http://infopoint.welcoa.org/>. If you're not a WELCOA member, you should be! Visit: <http://www.welcoa.org/member/benefits.php>

► Become a WELCOA member for only \$365/yr and attend all these webinars for free! ◀

JANUARY

Title: *An Examination Of The Health Habits Of Americans: What's Going On? What's Not? Do You Know How To Stay Healthy?*

Registration for this webinar is now closed.

FEBRUARY

Title: *Creating A Culture Of Health: Breakthrough Strategies To Change The Way Your Organization Does Business*

Date: Thursday, February 23

Time: 9:30 - 11:00 AM Central Time

Registration for this webinar is now closed.

MARCH

Title: *Bonus Webinar: Introducing SWELL: Harnessing Social Media To Improve Your Health and Wellness Programs*

Date: Thursday, March 15

Time: 9:30 - 11:00 AM Central Time

Registration for this webinar is now closed.

APRIL

Title: *10 Simple Solutions To Stress: How to Help Your Employees Tame Their Stress and Stay Productive in the Workplace*

Date: Thursday, April 12

Time: 9:30 - 11:00 AM Central Time

Registration for this webinar is now closed.

JUNE

Title: *Bonus Webinar: EconoHealth ROI: A Revolutionary Way To Calculate ROI and Establish Strategic Priorities For Your Organization's Wellness Initiative*

Date: Thursday, June 8

Time: 9:30 - 11:00 AM Central Time

Registration for this webinar is now closed.

JULY

Title: *The Anatomy Of A Business Plan: A Step-By-Step Guide To Developing A Great Business Operating Plan That Will Improve Employee Productivity and*

Date: Thursday, July 5

Time: 9:30 - 11:00 AM Central Time

Registration for this webinar is now closed.

OCTOBER

Title: *Fitness That Works: Simple Moves To Make Exercise Happen Between 9 And 5*

Date: Thursday, October 25

Time: 9:30 - 11:00 AM Central Time

NOVEMBER

Title: *Evaluating Health And Wellness Programs: A Practical Approach To Determining The Impact Of Your Programming Efforts*

Date: Thursday, November 29

Time: 9:30 - 11:00 AM Central Time

“...it is comforting to know that... WELCOA exists, and that they are pushing us in the right direction.”

“WELCOA offers valuable information that is greatly appreciated.”

UPCOMING CERTIFICATION EVENTS



WELCOA 2012 Certification Opportunities

WELCOA has certified more than a thousand of the best and brightest health and business leaders in the U.S. through its comprehensive and

dynamic online courses. Here are the opportunities now available for 2012—all certification opportunities are FREE to WELCOA members.



*To learn more about the certification series, be sure to visit <http://www.welcoa.org/consulttrain/certifications.php>.

To become a WELCOA member simply visit <http://www.welcoa.org/store/product-landing/membership>.

► Become a WELCOA member for only \$365/yr and attend all these webinars. These webinars are open only to WELCOA members ◀

JANUARY

Title: Well Workplace University—Building A Results-Oriented Workplace—A Results-Oriented Workplace

Registration: **CLOSED**

AUGUST

Title: Well Workplace University—How To Effectively Utilize Health Coaching To Improve Employee Health

Dates: Wednesdays 8/8, 8/15, 8/22, 8/29
Time: 9:30 - 11:00 AM Central Time
Registration: **CLOSED**

OCTOBER

Title: Well Workplace University—How To Demonstrate A Return-On-Investment

Dates: Wednesdays 10/10, 10/17, 10/24, 10/31
Time: 9:30 - 11:00 AM Central Time

MARCH

Title: Well Workplace University—Linking Wellness Initiatives To Employee Behavior Change: The Missing Link In Creating A Successful Wellness Program

Dates: Wednesdays 3/7, 3/14, 3/21, 3/28
Time: 9:30 - 11:00 AM Central Time
Registration: **CLOSED**

MAY

Title: Well Workplace University—The Art And Science Of Changing Unhealthy Behaviors

Dates: Wednesdays 5/9, 5/16, 5/23, 5/30
Time: 9:30 - 11:00 AM Central Time
Registration: **CLOSED**





Wellness Council of America [WELCOA]

17002 Marcy Street, Suite 140

Omaha, NE 68118-2933

Phone: 402.827.3590 | Fax: 402.827.3594

www.welcoa.org