

## Swiss Leadership Akademie



## Personal Experience, Scientific Base, and Operational Tools

### Informational Events of SLA



26 April, 11 May, 25 May  
17:30-19:30 including get-together Apéro

Bern: Kursaal, Hotel Allegro  
Zürich: Hotel Central Plaza  
Romandie: Centre Le Formation Le Léman, Jongny



In-depth discussion and decision-making actions

Presentational of SLA

Event Details will be confirmed after your Registration

**With this newsletter we start the first interview with the author of the book that will be published in June 2018: Bruce Robert Dorey wrote the book *LIFT* that has already generated live interest from his friends, colleagues, and clients.**

I have known Bruce R Dorey since 2001 when we met in Paris at business school. Even then he was very interested in coaching and personal effectiveness. While he has a great formal education in engineering and business management, his real strength lies in his ability to incorporate a variety of disciplines rooted in science, to business coaching and personal performance.

Today we seem to hear a lot about business coaching, and the increasing use of executive coaches. But how does one know how to evaluate and select a coach, particularly with the dramatic changes in the workforce we are experiencing today? I wanted to understand Bruce's perspective on coaching, particularly since his book references a New Craft of Coaching. I was also interested in how he saw his approach addresses the changing needs of client companies and individuals. In the interview we talked in some detail about how this New Craft of Coaching addresses many of the new issues we now see in the headlines.

As the interview progressed, I saw how it is simply logical to work with employees natural strengths as a way to develop and retain top talent and how this focus leads to improved team and organizational performance. It was interesting how this new craft of coaching relies on older traditional and proven methods, while using the latest science has to offer in terms of human motivation and psychology.

*Murta Dibirov, Managing Director of Swiss Leadership Academy*



# Interview with Bruce Robert Dorey

Bruce R. Dorey,

Author of LIFT

**Coaching sessions almost always gave me a lift in my mood and spirit...**

How did you become involved with the subject or theme of your book?

Coaching has been a through line in my life.

In high school and university, I played and coached tennis at a high level and discovered my love of coaching. Then early in my career as a management consultant, I found once again my love for it, applied in a new way.

After completing a MBA, I briefly returned to coaching but found there was little real science or legitimacy in coaching at that time.

So I joined Corporate America in more traditional roles in sales, marketing and strategy, and discovered that what I most enjoyed in that environment was - once again - coaching.

I found that the best part of my day was working one on one with someone interested in growing and moving up in the organization and in their career. These coaching sessions almost always gave me a lift in my mood and spirit, which is where I got the title of my book, LIFT.

In 2013, I left a job as a Senior Vice President of Strategy and Corporate Affairs for a Fortune 100 company, to write LIFT and to expand my coaching and expert-coach training capabilities.

Who do you see as the target audience and what message do you want to get to them?

The book's audience includes "gen-Xers" and baby-boomers who may be interested in becoming a coach or improving as a manager and coach.

Because I am a boomer, I believe I relate to and understand their issues. At this point in my career, I feel I have the most to offer to the next generation and I am finding that other baby boomers feel the same way, and are looking for a way to continue working in some capacity. Expert-coaching, which I introduce in LIFT, appeals to them.

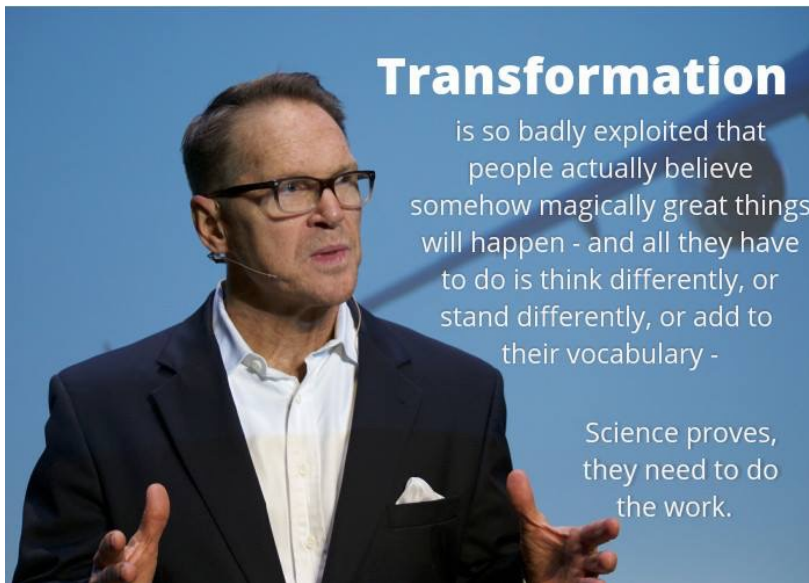
I believe there is also an audience of businesses people of all ages who recognize that the expert-coaching structure and process is the most practical and efficient way to retain the intellectual capital and institutional knowledge that has been developed over decades.

Not only are the men and women now retiring the most skilled and able to coach, they also have gained invaluable knowledge about the organization or field that is essential to retain.

(To be continued)



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**Transformation. This word is perhaps the most misused and exploited word in business management.**

Personal  
Project Management

**What were your goals and intentions in this book, and how well do you feel you achieved them?**

My primary goal was to simply capture the swirl of ideas I have had over the years and try to make sense out of the things I felt were the most important. It was my intention, by writing LIFT, to share with others the things I felt were most useful and perhaps those most costly to me.

Over my working life and professional training, I've experienced many coaching and training methods - as a leader and for the teams in which I was involved. I saw a tremendous amount of cynicism, and a lot of time and money wasted on classroom-style training programs.

Where I saw improvement and demonstrable change was with one-on-one coaching. However, coaching has changed dramatically over the past few decades and I want to help and inform those new to coaching, so they understand a little of the history, and reason for the legacy material in coaching programs today.

There still exists a large body of work introduced in the 1970's, which is neither effective nor accurate. It was my intention to shine a light on some of the myths and inaccuracies woven into that legacy material.

Generally a mentor is not offering skill based knowledge, technique or strategy.

The mentor is definitely not offering metis, which is highly context based.

Metis includes the fine distinctions in competition or highly skilled activities that are required after the acquisition of a high level of skill.

(To be continued)



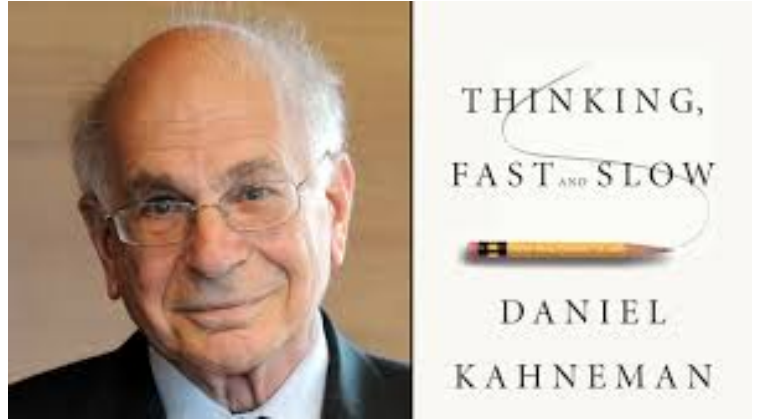
"A reliable way to make people believe in falsehoods is frequent repetition, because familiarity is not easily distinguished from truth. Authoritarian institutions and marketers have always known this fact."

"A general "law of least effort" applies to cognitive as well as physical exertion. The law asserts that if there are several ways of achieving the same goal, people will eventually gravitate to the least demanding course of action. In the economy of action, effort is a cost, and the acquisition of skill is driven by the balance of benefits and costs. Laziness is built deep into our nature."

"Mood evidently affects the operation of System 1: when we are uncomfortable and unhappy, we lose touch with our intuition. These findings add to the growing evidence that good mood, intuition, creativity, gullibility, and increased reliance on System 1 form a cluster. At the other pole, sadness, vigilance, suspicion, an analytic approach, and increased effort also go together. A happy mood loosens the control of System 2 over performance: when in a good mood, people become more intuitive and more creative but also less vigilant and more prone to logical errors."

"Because we tend to be nice to other people when they please us and nasty when they do not, we are statistically punished for being nice and rewarded for being nasty."

— **Daniel Kahneman, *Thinking, Fast and Slow***



**Who are some of your favorite authors that you feel were influential in your work? What impact have they had on your writing?**

Three books stand out now as being the most influential. Daniel Kahneman's book, *Thinking, Fast and Slow* was important because it revealed how our behavior is not simply the result of deep, dark, past-based incidents but rather simply an image or thought which may have just been on your mind and more easily available. Another was a book by psychologist Timothy Wilson called *A Stranger to Ourselves*. This is an interesting book, because it helps to explain how we just "know" how to do something or solve a problem. Wilson discusses how our adaptive unconscious influences our behavior, outside of our awareness. Masters in all fields accumulate their deep wisdom in part through their adaptive unconscious essentially learned to be a pilot.

In my book, I make the case this is how Sully "knew" how to perform "The Miracle on the Hudson", and it is also how Capt. Tammie Jo Shults landed the Southwest Airlines plane after the left engine exploded and blew-out a cabin window, crippling the aircraft and killing a passenger. Both she and Sullenberger were trained in the intense and laborious navy training program. It was there, they logged far more than their 10,000 hours during which time their adaptive unconscious learned to be a pilot.

The third book that influenced me was a beautiful book called *Out of Our Heads*, by Alva Noe. He's written several books, but this one most clearly articulates the idea that our consciousness, or the way we perceive the world is more than just a movie or illusion playing inside our heads. It was with this book I began to appreciate how and why expert coaching is the most effective way of improvement and mastery.

**Are there vocabulary words or concepts in your book that may be new to readers? Define some of those.**

*Metis* - This is a word that has been around since ancient Greece, but is being used more and more and gaining appreciation. *Metis* is the kind of knowledge we gain by doing something. Not merely learning the words or descriptions but it is the knowledge we attain then refine as we practice. It includes timing, pace, rhythm, smell, body orientation, weight transfer - it is the information which one "knows" but may not be able to transfer with language.

*Adaptive unconscious* - I make the case that it was the adaptive unconscious of Captain Sullenberger and Captain Tammie Jo that landed the plane. Psychology researchers have demonstrated that we learn very well and in precise ways by doing something, over and over.

**Expert-coach - I use this word as a replacement for mentor.**

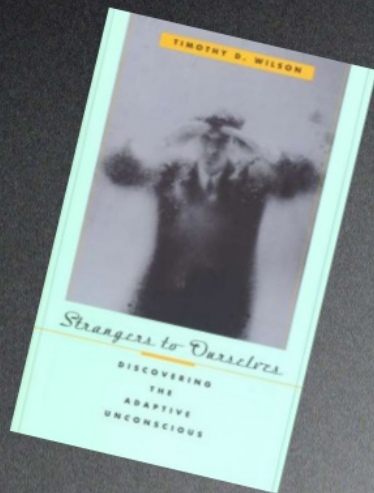
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## Teasing 10 threads from Timothy Wilson's...



While it is somewhat intuitive, it is also accurate that our adaptive unconscious has more influence over our decisions and performance than we may realize.

*Transformation* - This word is perhaps the most misused and exploited word in business management. In the physical sciences transformation is clearly defined and understood. In fact in the book, I walk- through the mechanism and process as a liquid becomes a gas. It is this transformational mechanism that makes commercial air conditioning possible. In this physical transformation the liquid does more than merely change, because after the transformation, the liquid does not merely change, there is no more liquid. This is where business has co-opted and exploited the word. Many of the so-called business transformation are merely changes, all of which are clearly explained by Michael Porter's five forces and by Chan Kim and Renee Mauborgne Blue Ocean Strategy.

*Expert-coach* - I use this word as a replacement for mentor - even though mentor in the classical sense is the right word. In business literature and as it is commonly used in corporate America, a mentor refers to a good natured, experienced, affable conveyor of vague wisdom.

Generally a mentor is not offering skill based knowledge, technique or strategy. The mentor is definitely not offering metis, which is highly context based. Metis includes the fine distinctions in competition or highly skilled activities that are required after the acquisition of a high level of skill.

### What is the biggest thing that people THINK they know about your subject/genre, that isn't so?

The biggest thing people do not know is that: that our behavior is more predictable than we realize and this predictability is not just a result of our past and the stories that we have about ourselves. Regardless of how much we have convinced ourselves and are invested in them. Good research has demonstrated from a number of different perspectives that people behave in ways that are predictable; because of the environment, or our adaptive unconscious or because of our built-in bias or heuristic. There has been a lot of good research which proves that our memories are not always accurate or reliable. They are not stored, intact waiting to be retrieved.

### What is the most important thing that people DON'T know about your subject/genre, that they need to know?

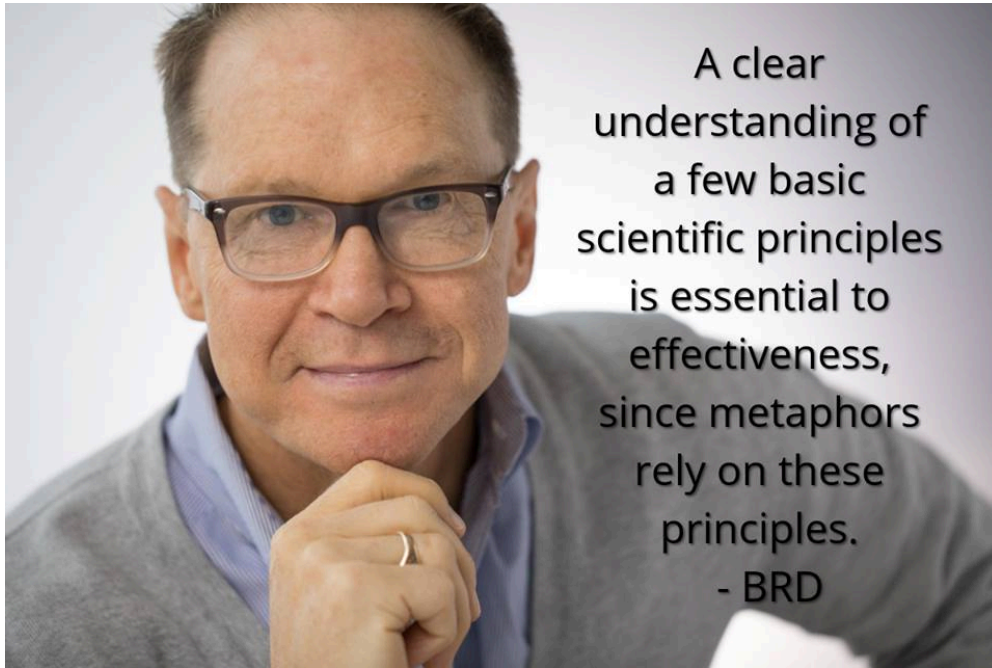
We are designed to learn from others – learning in a master to apprentice approach provides far better results than working alone with books or video. Working alone is important, but we need a skilled an outside perspective to improve.

Limiting beliefs do not have the power many people think they do - in the book I demonstrate that when Roger Bannister broke the four-minute mile, it actually had no impact - ZERO - impact on the performance of others. The idea that breaking a limiting belief is somehow access to great results in flawed - and worse, it has been exploited by coaches and consultants who do not understand what it really takes.

Alva Noë,

Writer and a philosopher living in Berkeley and New York.  
Author of *Out of Our Heads* (Farrar Straus and Giroux).





A clear understanding of a few basic scientific principles is essential to effectiveness, since metaphors rely on these principles.  
- BRD

What projects are you working on at the present?

I'm coaching and speaking a lot and find that it is when I am interacting with people interested in learning, that I am at my best and learn the most. I'm working to incorporate a coaching process into the Progress Principle, a well research process introduced by Harvard Professor Teresa Amabile and researcher James Kramer.

Concurrently, I am working on collaboration coaching and finding new ways to train experienced manager to become coaches based on their specific traits.

We are just beginning to understand how to work with and coach our automated unconscious and our equally automated biases.

## Coaching framework

What makes your book stand out from the crowd?

I believe there are many original concepts and ideas in the book, not just rehashed material or tips and techniques. I challenge, in fact I actually butcher, some of the sacred cows in coaching. I know of no other book or material that uses the current research on behavior and incorporates it into a coaching framework.

Much of the material used in coaching today uses as the foundational idea that we behave in predictable ways because of our past based stories. I also take issue with the idea that coaches need not have domain knowledge or expertise.

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