

Disrupt Yourself Podcast

EPISODE 118: CAROL KAUFFMAN

Welcome to the Disrupt Yourself Podcast. I'm Whitney Johnson. I think, write, speak and live all things disruption.

My guest today is Carol Kauffman, Founder and Executive Director of the Institute of Coaching at the Harvard Medical School. A veteran psychologist and Professional Certified Coach, Carol has participated in over 40,000 - yes, you heard that right - psychotherapy and coaching sessions, working with top leaders at some of the largest organizations in the world.

Whitney: Carol Kauffman, it is a pleasure to have you on the podcast.

Carol: Why thank you, Whitney.

Whitney: Let's start by asking one of my favorite questions, which is: Where did you grow up? And what did you want to be when you grow up?

Carol: Well, I grew up in New Jersey, but more specifically, I actually grew up in a kennel.

Whitney: (laughs) In a kennel?

Carol: (laughs)

Whitney: Okay. Did I hear that correctly?

Carol: Yes. Yes, you did. In my house when we grew up, my mother groomed and raised dogs, so growing up, I had between, about seven and twenty dogs all of the time. And my job was to get to the doorbell and keep someone from ringing it before all hell broke loose in our kitchen, which is where we had the kennel, because it was illegal.

Whitney: Oh, so you grew up in a kennel, that was illegal?

Carol: (laughs) Yes, well, you're supposed to have a permit. So my job was taking the dogs out into the back, so I would take two blacks, two whites, a silver and an apricot and I would let those dogs out. Then I would come back, in a little while, and I'd let out two blacks, et cetera, et cetera. So people thought I was just taking the same dogs out a lot. And it all worked out swimmingly until once I left the front door open and they all escaped. It was a waterfall of dogs and I had to go

around town and pick them all up. And, we tossed them back in the house, go out and pick them all up, so. That was my first job growing up.

Needless to say, that's not what I wanted to be when I grew up. And I was one of these people that knew I didn't know what I wanted to do. So the first thing I did want to be when I grew up was a jockey because I worked with sort of, um, somewhat violent horses for a little bit. And that's what I thought I wanted. This is not a good idea, though, to have a profession where you depend on your body.

So I then went to college and was thinking what do I want to do, and one day I was whining about this to my mother, who finally said, "Carol, just figure out what it is you love to do, and figure out how to get paid for it." To which I thought well, I don't know what I love to do. Okay, fine. So, later on that day the phone rang and it was one of my friends who wanted some advice, and so I gave it to her and we talked. And then a couple hours later, another person called. And then a couple hours later, another person called. And then I thought ... Ooh, this is what I love to do, I should probably be a psychologist. And that's how it started.

Whitney: So you go to college, you study psychology. And when you grew up, what did you become?
(laughs)

Carol: Well, oddly enough, I became a psychologist. Though for a while I considered a career as a folk singer, I did that for about three or four years along with college. And it was hard to make that decision, actually. But what happened was I thought about, again, this whole thing of what is it that really in your bones satisfies you, and how to find that.

And then I went back to my mother's advice, what is it that I did love to do? So I thought about all of my performances. And, you know, I performed with Phil Ochs and a whole bunch of people who were famous in the 60's. And had, you know, done some of those concerts where there's like multiple balconies and you look up. And I thought about, did I love those? And the answer was no, 'cause you're sort of singing to the light, you know? You've got these spotlights on you, and you can't see the people, they're just like a little, teeny-weeny, they look like tiny eggs actually, little oval faces.

And then I thought of a concert I had done where someone had forgotten to do the PR. And I arrived, this auditorium with like 30 people, which is quite depressing. So I said, you know, equipment back in the, back in the, you know, get rid of the equipment. And we found this porch. And we stuffed everybody in this little porch. And I was singing. And I will forever remember there were four young women sitting in front of me, to my left. They were sitting on the floor. And there were tears coming down their faces. And that was my favorite concert. And then I realized if that was my favorite concert, I do not want to be a singer, I do want to be a psychologist. And that my goals were the same. And that was the beginning of my being very clear that I wanted to be a psychologist.

Whitney: So what was the song that you sang to those girls?

Carol: I don't remember the song I was singing, but the song I wrote about it was called, "Give me your unfulfilled dreams."

Whitney: Can you sing any of it now?

Carol: No (laughs).

Whitney: Can you say any of the words? Do you remember any of the words?

Carol: (exhales) Um, let's see, it's, "Give me your unfulfilled dreams, and I'll give you hope for much more." And the rest of it right now I'm not remembering as it was many, many years ago.

Whitney: But I love that. I love that. "Give me your unfulfilled dreams, and I'll give you hope for more." Is that what you just said?

Carol: Yes, yes. And that has turned out to be, I'm poignantly very similar to what I in fact do.

Whitney: It's your watchword, right?

Carol: Mm-hmm (affirmative).

Whitney: Your lode star for your life, it's fascinating.

So, you go to school, get a PhD, and now, and then after that, you go to Harvard Medical School, you've now been a Professor there for several decades.

Can you tell us about what you specialized in, um, as a clinical psychologist?

Carol: I can, but I'm going to back up.

Whitney: Okay.

Carol: Um. People think of me sort of the way that you just described, Okay, so, you know, I decided to be a psychologist, I went to graduate school, I got a PhD in Clinical Psychology from Boston University, then I did my internship at Harvard Medical School, at a place named McLean Hospital, and never left. So that sounds like, wow, that's cool, she must be smart.

I want to let you and others know that in fact I was a B-minus student in high school. My first semester in college, was a 2.6. And my big, big thrill came when I actually got a 3.0 my second semester, which was um, a "B." A "B" does not get you into a clinical psychology program where 800 people are applying for nine positions.

And it was, again, the ignition of a dream. Happily for me, I transferred. I came to Boston University, where I then had that conversation I told you about with my mother. Who was never really not a very supportive woman, she was kind of quite, quite bonkers, but she really gave me fantastic advice at that moment. And I really ignited that dream and became an "A" student at BU. And then had to campaign to get into graduate school.

And then when I applied, the guy said, "Um, actually, there's 75 people in line more qualified than you, why should I pick you?" So that was how I got in, mostly by responding quickly on my feet to my interrogator there. So my becoming a psychologist and becoming still, to me, shockingly successful, far more than I ever anticipated, was something that was not a continuous line, it was actually kind of discontinuous, and these were moments of positive disruption.

Whitney: Wow, I am really glad you backed up. So your, I think that's so encouraging because you're absolutely right. It would be so easy to say, "And then she had this success, and then she had this success, and then she had this success." And what you're saying is "B" student, and you transferred-

Carol: B-minus.

Whitney: So where-

Carol: B-minus student.

Whitney: B-minus, Okay, let's be clear, B-minus student. And so you transferred into Boston University, what, your sophomore year? Your junior year?

Carol: Mm-hmm (affirmative), my sophomore year.

Whitney: Okay, sophomore year. And that's when you started, started to get the A's. But as you said, even to get into the PhD program, you still had to, so what did you do? 'Cause you had this professor, or the Admissions Committee saying, "There's 75 people more qualified than you are." What did you do that got you, that opened that door?

Carol: Okay, well, here's the thing. When you're in Boston and you go to BU, you're like a second class person, because Radcliffe and Harvard are across the river. So when you want to get somewhere, you know you have to scabble and scrap for it, as opposed to it's going to come your way. Because you have like a hundred people (laughs) across the river in your field, who are all fancier than you, and have Harvard Degrees and you don't.

So, first, when I was graduating, I didn't apply for a job; I campaigned for a job. I told everybody I knew I was looking for a research assistant job. And, uh, and then, eventually because of the campaign, and this huge network I had developed, I talked to everybody, that was great, I got in, um, to this research assistant job.

Now fast forward two years, I get a phone call from a professor of mine. And I had been her teaching assistant, and we were very close. And she said to me, "Carol, I have to warn you about something that's going to happen today." And I'm like, "Okay, what?" She goes, "Your boss called. And he found that we hadn't given you an interview, and he told us that that was fine, but because you hadn't made our first cut because of your scores, he simply said if we did not have the courtesy to interview you, that was fine. Massachusetts Mental Hospital, the number one or two internship in the United States, would not be open to any Boston University clinical psychology student in perpetuity."

She goes, "So, they're interviewing today. They have no intention of accepting you. We have," I think it was nine openings, "Eight are already filled, the invitation for the ninth has gone out, you didn't make first cut. So, you need to know this when you go in there. There's no intention of accepting you, and this is a horrible thing. I told them they were wasting their time. Four hours to interview someone like this is a waste of our time, and a horrible thing to do you." Five minutes later they call and ask me for an interview. I'm so shaken, I said, "When do you want me to come in?" They said "Now." I said, "I've got a job, I can't come in, I'll come in tomorrow."

So I was walking up my driveway. And next door lived a minister named Eric Schenkel. He saw me walk up the driveway. He saw my face and he came out to see me and said, "Carol, what's the matter?" And I told him. And he looked me and he put his hand on my shoulder and said, "Carol, just because they think it's a token interview doesn't mean God thinks it's a token interview."

Whitney: Wow.

Carol: So I walked in the next day. And I sat down. And this man started out by saying, "You need to know, you know, 800 applicants, nine positions, there are 75 people more qualified than you

standing in line, in front of you, why should I take you from the back of that line and stick you in the front?" So in that moment, I looked at him and I thought if I'm supposed to be here, you can't keep me out.

Now pause. I had applied to 16 graduate schools. At this point in time, I had been rejected by 15, because of my GRE scores. And this was it. This was my only shot. But I looked at him and again thought if I'm supposed to be here, you can't keep me out. So I looked back at him and I said, "Dr. Cohen. How much time did you schedule for me today?" And he said, "An hour." I said, "So you did that, knowing I was number 76 in line? So, um, I think it's your job to ask me the questions, so you can figure out the answer to your question."

He just kind of looked at me in shock and said, "Well, tell me about your research." And I did, and it had gotten published in a fancy journal, et cetera, et cetera. And at the end of the hour, he was quite shaken, and he said, "I was about serious what I said," uh, "There is, there may not even be one position, but listen, in September, just show up."

Whitney: Wow.

Carol: Yeah, so That's what happened.

Whitney: That is so ... great.

Carol: Seriously, it, my life was not one where, you know, it was sort of this inevitable unfolding of successes. It was just continually these jolty pivot points.

And then, by the way, I did work like a dog as well, so.

Whitney: Of course you did.

Carol: (gently laughs).

Whitney: Of course you did, 'cause you know how to work like a dog, because you had a kennel.

Carol: Oh yeah? (laughs)

Whitney: You know how dogs work.

Carol: That's right!

Whitney: Alright, so. You go to, you become a psychologist. Um, give us a quick overview of your work around psychology before you became a coach.

Carol: Again, just like I didn't know what I wanted to be when I grew up when I was little. Even after I was a psychologist, I kind of didn't know really what I wanted to specialize in. And, you know, I had a generic practice at the hospital. And then one day I thought, well, how am I going to know what I want to do? And I thought about, there's this one morning I reached to the refrigerator to have breakfast, and I looked into the refrigerator and thought I don't know what I want to eat, and then I thought, dear Lord, I don't even know what I want to eat for breakfast, how can I know what I want to specialize in. So I started a campaign for myself to learn what I wanted, from what it was to eat, to each person I met, what did I want. And I realized the way I knew what I wanted was in response to things, not sitting alone in a room.

And there was a big conference, the American Psychological Association was meeting that week, in Boston. So I went, and I just went from thing to thing to thing to thing, things I'd never do to see what I was interested in. And I wound up at the end of the day knowing I wanted to specialize in trauma. And so for 20 years, I've specialized in post-traumatic stress disorder with people with multiple trauma experiences. And it was a very powerful and very difficult profession to have, but very meaningful, because these people weren't quote unquote ill; these people were responding to overwhelming life circumstances where their assumptions about the planet, and their lives, and their safety were shattered, often repeatedly. And we would go on these journeys for them to integrate and get their lives back, and it was very rewarding, but I had to hear story after story after story after story. That was just unbelievably painful, and also, the hardest part for me is when my clients were suicidal.

So, I've been out on ledges talking people from out of jumping, and various things like that. And, again, it was wonderful, but it was very draining. But what happened is my trauma survivors got better, and they actually became peak performers. So part of a session would be talking about trauma issues. And the other half would be so how are you going to work your woman one show at the MFA? How are we going to, you know, help you negotiate now that you've been, (laughs) you're becoming a CEO of an organization. Switched to peak performance from my very own trauma survivors. Then I started getting peak performance referrals. And then one day, I went to a workshop on coaching.

When people think of themselves as coaches, I thought I was a coach. At this point, I had a peak performance practice, people were running in major marathons, new people were coming to me, who were, you know, they would be sort of a state class folk singer and then I would help them become national class, things, things like that. But one day I needed continuing education credits, I went to a coaching workshop, and couple of things happened in between, but I wound up winning coach training as a door prize, so I won it.

Whitney: So you won learning how to coach, and then what happened?

Carol: Well, at the moment it first began, it was very powerful to me that I had won this. And I knew again it was a pivot moment in my life, and so I sat down and meditated for a moment. And I'm not a big meditator, but I asked myself if there's a life lesson now, what is it? And the words that came to my mind were "Don't hold back." So, what does that mean? I didn't know, and then a, maybe two or three days later, I was reading an article by Marty Seligman, who is the former President of the American Psychological Association. And I had the thought, wow, I'd love to call this guy. And then what does any normal person then have as their next thought? "You must be joking."

Whitney: (laughs)

Carol: This person is going to hear from you. And then it hit me, "Don't hold back."

So, for me then, I did not hold back, I did not call, I did e-mail. And this led to Marty Seligman and I working together for many years, traveling the world together, helping launch positive psychology together, lecturing at the Gallup organization every year, and throwing Marty's birthday party on August 12th every year for about seven years. So this one moment of "Don't hold back" led me there.

A similar moment - I got an idea to present at the ICF, the International Coach Federation, which back then in 2004, was really the only coach organization there was. Um, so I got that thought, I believed the feedback someone gave me was "You want to present at the ICF, Carol? That's a long shot." So, naturally nothing could hold me back at that point.

Scene change. I'm at the ICF, I'm presenting a keynote. Afterwards, two women come up to me, one, Margaret Moore, who, she and I started working together on a paper she suggested. And six months later, she goes, "Carol, coaching needs an academic home, and you need to provide it." To which I said "No." Six months repeated, I said no. Six months later, she repeated, and I said, "Okay, but I'm going to create the institute I want, not the institute you want." Because she wanted to create a health coaching institute, and I wanted a positive psychology and leadership institute. Okay, that pivot point moment, ICF, Margaret Moore.

Back to that moment. Another woman comes up to me. A very beautiful woman, who, first words to me were, "Why aren't you the face of coaching?" I said, "I've been a coach three months." She said, "That's irrelevant." And she said, "You have world class material, but you are not ready for the world class stage yet." And unknown to me, she was both a Philanthropist and a Media Coach. So she began coaching me, which I might also say was a little bit like hazing. And from her, I learned the art of high, high, high warmth, high confrontation coaching. To end her story, it was a two years after that, that she and the Harnisch Family Foundation gave me two million dollars to start the Institute of Coaching based at, at Harvard, at McLean. And that was possibly one of the most disruptive moments of my life.

Whitney: Wow. So what does the institute do?

Carol: At the crassest, and you will never find this anywhere written down, we want to increase market penetration of coaching on the planet. Because coaching is an absolutely beautiful process of change. It's so shame-free, so much adjoining together, developing visions of the future, it is a beautiful way and process of change. And so what we want to do is educate people, how to be great coaches, how to know that even though you're often not taught it, there's a huge science behind the process of coaching, the art of coaching, and it supports the outcomes of coaching.

And the other thing is, we also decided we do not want to compete with any of our potential constituents. So we do not offer a basic coach training to get a credential, we do not offer coaching services. And we've just decided that we, we can't compete, so no basic training, no credential, no coaching services, we are just here to serve coaches, and leaders, and others, who want to make a difference in the world where knowing a coach approach would help them. So having a prestigious organization support coaching, which was a quite an uphill battle, we think really helps the profession, and the education empowers people.

Whitney: What's the difference between therapy and coaching?

Carol: Well, I'm of course the (laughs) perfect person to ask that question to.

Whitney: (laughs).

Carol: In therapy what you want to do is, you want to follow the trail of tears to get to a place of healing for your client. And in coaching, you follow the trail of dreams, for this person to live the life they want. And what I think of it as is there's two houses, the house of therapy, the house of coaching. And there's a few rooms that look the same in those two houses, but they are very different houses, and you have a very different headset, and set of intentions, when you're coaching, compared to when you're doing therapy. And it's not just that healing doesn't happen, but what you are doing is you're making that labyrinth of choices in a conversation that supports their vision of the future, supports their strengths. And you do so a lot through your questions.

Um, I'm not a coach who believes in just questions, but that's sort of the main, the main pathway.

Whitney: So, if someone comes to you, let's say I come to you and I say, "Carol, I am looking for a coach, and I would like for you to coach me." What's the first question that you would ask me, or any perspective client?

Carol: Well, first, just really basic, so tell me about yourself, and what you're looking for?

Whitney: Okay.

Carol: And then I will explore that with them. And then get a, get a sense of that. Now, okay this is going to be weird, um, but I'll tell you what my first task is when I have a first session with someone. And that is, my goal is to like them. To figure out what is it about this person that's really wonderful, and to like them. Not to be thinking about do they like me, can I impress them? Et cetera, et cetera. Because the key to great coaching is getting yourself in a place of ego-free openhandedness. And much like that, you know, minister said to me when I was in my 20's, if this person is supposed to be my client, I don't have to push for it. We'll just have a conversation and ... if I can find a way to care about the person, chances are something very good is happening. We will form the beginnings of a strong bond, and then move forward. Um.

I'm doing a lot of other things at the same time. But for me, coaching is really about finding a way to care about your client, then using everything in your repertoire to help that person become who they want to be.

Whitney: So it's interesting that you say the first, first job, you said it was kind of weird that you need to like them, but one of the things I know, I don't think it's weird at all, but I do think it's interesting and maybe you can talk a little bit about this is a lot of times, the people that you're coaching, those leaders are mandated to see you.

Carol: (laughs).

Whitney: So can you talk about what that might look like? Like they're not coming to you saying, "Carol, oh Carol, will you please coach me?"

Carol: Mm-hmm (affirmative).

Whitney: It's like, "Hey, my board just told me you have to be my coach." So talk to us, like, what does that look like, when someone's mandated to see you?

Carol: Okay. So I have had probably about, Oh dear, maybe 120 clients in that exact position, over the years. And that is partially because I did a program at Unilever for about seven years with the Authentic Leadership Institute and Harvard Business School, where everyone was mandated to see me. So I'm like used to this. So first thing you do, Oh guess what would that would be? That would be, even though they're mandated (laughs). You really get a sense of what can I like about this person? What is good, what are their strengths? And many of them, that's enough, they just kind of warm up when you turn out to be an interested in them as a person.

Then there's a bunch that don't warm up. Then what you do is you figure out what matters to them, either extrinsically or intrinsically, and you pull on that. So with one person, for example, he was, um, (laughs) he was basically a terrible listener and awful with people. And he was not interested in coaching. And he basically looked you know like what a teenager looks when they don't want to do their homework? That was his look.

So I said, let's forget about all the feedback, forget about everything, and just think what is it that appeals to you, to work on in yourself. I thought that would work. He said some version of um, (shrug sound) nothing, I was like, okay, let's try again.

Whitney: (laughs).

Carol: So I did. And I said, but what do you actually, what's your biggest dream? What do you want to do? And he says, Well, I actually want to go back to my country and be one of the leaders of that country." (laughs) And because of who this person is, that was not psychotic, it was actually possible. And so I said, so, you want to go back and tell more about your country and blah, blah, blah. So he did. And then what I did is you hook up the extrinsic or their core motivation with what their challenge is they they've been told. And his was about stakeholder management and relating to people. And I said, "So listen, if you want to be one of the leaders of your country, do you think that working on stakeholder management, and your communication style, is going to serve you?" And it was like someone had a remote control button and his, he just went ... "Oh my God, yes." And that was the beginning.

So that, that happens a lot. If they don't want to be there, find out what matters to them, and then see if there is really a link between what other people think they should work on, and what they can then see as the purpose of working on it.

Whitney: Okay, I want to, I want to push this just a little bit more.

Carol: Yeah.

Whitney: So what happens, 'cause this is when you, you get to that point, and he heard you, and he's like, Okay, I get it.

Carol: Mm-hmm (affirmative).

Whitney: But then they're still not improving. So where they just can't quite, like they're incredibly talented, but they can't quite see their derailers or blind spots. You talked earlier about like highly warm, highly challenging. What would that look in that situation? Just play that out for people.

Carol: Okay, so, it depends why they're not moving, Okay. Some people are not moving because of a skill deficit. And for that kind of person, you really want to help them find their strengths. And work on those strengths. And then also warmly challenge them as well. In positive psychology, they talk about in, in a conversation, the ideal for growth is say, 3, 4, 5, or 6 to 1, in terms of the support versus the criticism or challenge. And so what's important is that you have that relationship, you emanate the caring. And then sometimes you've just got to get out the baseball bat.

Whitney: (laughs).

Carol: If it's a skill deficit you work on that, if it's a, um, if they need a jolt, sometimes then that is what you need to provide.

Whitney: If people want to find you, if they want to reach out to you, um, how do they find you?

Carol: Well, I have a very old and decrepit website (laughs) that I really should fix up, but, but, um, I haven't made time for that 'cause I'm focused on the Institute so much. But it would be, um,

carol@carolkauffman.com, with two f's. So c-a-r-o-l@c-a-r-o-l-k-a-u-f-f-m-a-n.com. Or through the Institute of Coaching. And those would be the two places to find me.

Whitney: Are you writing a book?

Carol: I am, unfortunately not writing the book that I want to write, but I am working on writing the book that I want to write. Um, and in fact, am working now on a HB Arti, HBR Article in order to like jump start it. So I don't want to say the name of it yet because it's quite catchy, and I don't want to say it before I write it.

But what is it about? There is a Aleksandr Solzhenitsyn quote "That the line between good and evil lies in each person's heart." And I'm going to write about that that's a dotted line. And that each of us has capacity for great good, and for great evil. We have the capacity through our light, and our dark. And we tend to overdo that we should be the light. So what I'm interested in doing is helping people harness the full range of who they are, and to be able to harness their light side, and also harness the dark side instead of being hijacked by it. Because a lot of the things that look like they're dark are basically overused strengths. And the person needs to build up the opposite in order to be a great leader.

But you can't be. A lot of my clients are C-level, in global, multi-billion dollar organizations, and trust me, you cannot run those organizations if you're just going to be sweetness and light, you really need to know how to have tough conversations, make ruthless decisions, and be very determined. But you can also do that in a way that doesn't have to hurt people, or shame them. There's this one, one CEO, he was like such a psychological moron, it was like incredible, but I just really loved him. But he looked at me and he's the one who cracked up in my life, where he said, "You've got to imagine the gorgeous European guy, gorgeous suit, beautiful accent." He goes, "I get it, Carol. You went from alpha horses to alpha men."

Whitney: (laughs).

Carol: So, that is what I'm interested in doing, is really helping unlock the power in these people, by making them a force for good, rather than for, um, just domineering and profit.

Whitney: I think the book sounds fantastic. I can't wait. And I'm glad you're going to write an HBR article to get it out there, and then get your juices flowing for the book itself. Um, I want to say thank you to you as we wrap up. You did something very special for me. About a year ago, I did a webinar for the Institute of Coaching. And after it was over, you did something that no one has done before or since - you called me.

Carol: Hmm.

Whitney: And you talked to me, and you said, "You know, I know how it is when you finish giving a presentation. There is this, this sense of vulnerability that is really difficult to deal with." And so you just called me, and you talked to me, and you told me what worked, and you told me what you thought. And you gave me ideas. And it's about, any of you have seen my presentations, and there's a slide with swans.

Carol: (laughs).

Whitney: That represent the "S" curve, that was Carol's idea. But I just wanted to say thank you, publicly, to you for that really generous, and kind, and thoughtful, and supportive thing that you did.

Um, any final words that you have before we wrap up?

Carol: Yeah, to those of you who are listening, don't hold back. And remember, that replaces confidence. You don't have to worry about that you're great, or have a lot confidence. See if what you're supposed to do is there, and if so, don't hold back. If anyone is going to get in your way, please don't let it be you.

Whitney: Carol Kauffman, thank you so much.

Carol: Thank you.

Don't hold back.

If I'm supposed to be here, you can't keep me out.

As much as we want to control and direct every moment of our lives, it's often true that when we show up as our best selves with no fear and no apology that something better than we thought we wanted comes to pass.

Carol went from not knowing what she wanted to do with her life to not only getting a PhD in psychology at one of the most prestigious medical schools in the world, but also to becoming so good as a coach that she is known to all of us who do this work as the "coaches' coach."

And I love Carol's definition of the difference between therapy and coaching. In therapy, you want to follow the trail of tears to get to a place of healing. In coaching, you follow the trail of dreams for the person to live the life they want. And if coaching is *really* about finding a way to care about your client, then using everything in your repertoire to help that person become who they want to be - wouldn't the world be a better place if we all showed up and did that for each other? Found ways to care about the people in our lives and use everything in our repertoire to help them become who they want to be?

To that end, and here's your practical tip, I'm going to focus this coming week on making it my goal to like the people I come in contact with. To figure out what makes them really wonderful and to like them instead of wondering if they like me, or trying to impress them. If I can further develop the generous impulse to like others first, I'm wondering how that will help me show up better for people I coach as well people in my daily life. How about if you join me?

Thank you again to Carol Kauffman for being our guest, thank you to sound engineer Melissa Rutty, manager / editor Macy Robison, content contributors Emilie Davis and Nancy Wilson, and art director Brandon Jameson.

I'm Whitney Johnson
And this is Disrupt Yourself.