



REBOOT



Welcome to Reboot!

Here's an Introduction
to Coaching

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The Reboot Poem

A lyrical description of why we do what we do.

The Question

by the Reboot team, *an homage to David Whyte's 'Self Portrait'*

It doesn't matter to me how much you're worth on paper,
or who you know or hang out with.
I want to know what your heart values
and what courage – perhaps dormant –
awaits
inside of you
to dare to pursue that for which your heart truly longs.

It doesn't matter to me how close you are to an IPO,
or if there are whispers of “unicorn” stirring among investors.
I want to know why this business matters to you
and if there's any chance of cultivating
culture, relationships and business that
brings people – including you –
into their own wholeness and vitality.

And what stops you.

It doesn't matter if your bank account has one zero or many,
I want to know if you're willing to melt
into the fire of why it is you are you in the first place.

I'm not interested in the litany
of sacrifices and trade-offs
you've made to get here.

What is it that you carry
that cannot and
will not be sacrificed,
no matter what the opportunity
or the promise of salvation?

I'm curious if you know or sense the amazing

power and vitality that comes from
vulnerability
and
awareness
for this being the day to be alive.

And to know that prosperity is to be found in how we live our lives,
not in the spreadsheets and stories
we tell our investors, our colleagues or ourselves.

I have come to see that those who speak
and step into
the paradox and tension of not knowing
guided by haunting questions of
“where do I go from here?”
“but how can I? and, how can I not?”
“who or where am I now?”
cross a threshold of not knowing

toward a place where you become aware of things
your body can not remain unaware of any longer,

where vitality, success and
the joy of simply being human
thrive.

“If you choose to live an unexamined life, please do not take a job that involves other people.”
- Parker J. Palmer

Welcome!

Welcome to Reboot! We're so glad you're here.

First of all, congratulations on taking this step in what we hope will be a powerful growth journey. Perhaps personal and professional development is not new to you--you may have engaged a coach, therapist, consultant, or various other helpers in the past. Or, perhaps this is an entirely new thing for you.

Regardless of whether you find yourself in familiar or unknown terrain, we commend you for taking this particular step at this moment in time. Coaching, we believe, is an incredible vehicle for personal and professional development.

As you know, engaging in a coaching relationship represents a significant commitment of time and money, and we want you to get the most value and impact from your investment.

This document is designed to help you get the most out of your coaching experience. Moving through this content will help you:

- **Know what to expect from the coaching relationship**
- **Understand how and why coaching works the way it does**
- **Show up in a way that helps you get the most out of your sessions**

We hope you find this content to be stimulating and thought-provoking.

Thank you for trusting us. We look forward to the journey with you.

-- The Reboot Team of Coaches



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Part One

What Coaching Is

“The eye cannot see itself.”

- Bill O’Brien

What Coaching Is

Watching Yourself Play the Game

Have you ever thought about how even the most elite, world-class athletes still have coaches?

Simone Biles. LeBron James. Roger Federer. They’re the best of the best, and yet they still somehow get value from being coached.

One of the reasons for this is that no athlete or performer, however skilled, can watch themselves while they’re playing the game. One of the coach’s jobs is to watch the players and give feedback while the game is unfolding. Often (and this is perhaps a more fitting analogy for professional coaching), the coach and player will even go back to the locker room when the game is over and look at the game tape together. In those sessions, you’re likely to hear a coach saying, “Hey, you notice you did that?” or “Are you seeing this pattern?” or “What’s another choice you could’ve made there?” or “Next time, what do you want to try?”

Good coaching, then, leverages a valuable outside perspective in order to help us become **observers of ourselves**. By becoming observers of our own behavior, we can then start to identify the ways in which we can be better.

The Tools of the Coach

Coaches use a variety of approaches and methods (and we’ll share more of them in the coming days), but there are three fundamental tools to our work:

- **Inquiry** - This means that we ask questions. A lot of questions. Open questions. Probing and incisive questions. Questions designed to help you observe yourself on the playing field of life and work. Get ready to be asked some incisive, sometimes challenging, always intended-to-support-growth questions.

- **Mirroring** - What we mean by mirroring in this context is simply sharing back with you what we're observing. We'll share with you the patterns we're seeing. We'll share with you the changes in your observable physiology (body language), if and when it's relevant and helpful. We'll remind you of things you've said or committed to. Again, it's all about helping you observe yourself on the playing field.
- **Relevant Context** - There are two ways that Reboot's coaches bring relevant context to bear on the coaching relationship. The first is have all been trained in approaches that help us understand human behavior and intra- and interpersonal dynamics. The second is that we're familiar with the unique context of being an entrepreneur, founder, executive, or individual contributor in the world of startups, scaling/growth-stage companies, venture, etc. The combination of these two elements help us zone in and focus on the *right questions* to be asking.

Coaching = Movement

Lastly, it's helpful to think about coaching as being designed to get you somewhere you want to go.

Before coaching was a term used in sports or human improvement, earlier uses of the word *coach* in English referred to travel. A coach was involved in *taking you somewhere* (think *stagecoach* or *coach* section on a train or plane).

We like to think of coaching as a vehicle to help you get to the places you really want to be--there's action and movement inherent in the process.





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Part Two

What Coaching *Isn't* (And A Little Bit More About What It *Is*)

What Coaching *Isn't* (And A Little Bit More About What It *Is*)

Coaching Vs. Other Helping Relationships

Today we'll look at some of the ways coaching is different from other forms of helping (e.g. therapy, mentoring, advising, consulting, etc.).

Therapy

One way to think about therapy is that it often focused on *the past*. The therapist seeks to help a client move from an unhealthy understanding of their past that may have created limiting beliefs holding them back in the present to a healthier understanding of what happened in the past so that the client can become unblocked present.

In short, often therapy is focused on healing the past. As such, we might think of therapy as a *diagnosis* or *break-fix model*. Coaching, by contrast, doesn't see the client as broken. Coaching assumes the client has developed behavioral strategies that have worked well in the past and seeks to learn how we might update or upgrade them. Coaching then, can be thought of as an *additive practice*.

Advising & Mentoring

Advising and Mentoring are similar, with one key difference. A person might advise you on running a company if they've run a company before. Or, perhaps if you are a head of sales, you could be advised by someone who has managed salespeople before. In other words, the advisor gives advice based on a similar macro context.

A mentor is somebody who's done the *exact same job as you*. For example, a former CEO may be able to be a useful advisor to a head of sales, but they couldn't necessarily be a mentor. A mentor would be a head of sales that has done it before that can then mentor someone else specifically in the domain.

Consulting

We might think about consulting in terms of **outsourcing**. We hire a consultant to bring a certain skill-set or area of expertise to bear on a specific problem or challenge. Often the work of the consultant begins by doing exploration or research and then preparing a set of findings and recommendations. The consultant may or may not be a part of the actual action of solving the problem, but they are definitely involved in diagnosing the problem and sharing recommendations.

The 'Physics' of Human Behavior

Let's finish by turning our attention back to how coaching works.

Think about the metaphor of **building a bridge** and the difference between **physics** and **engineering**.

Imagine you come into a coaching session and say, "I want to build a bridge; how do I build it?"

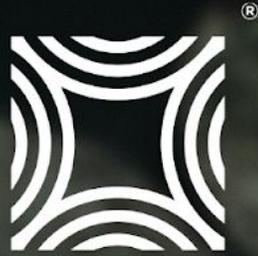
A coach might say, "I can't tell you exactly how you should build this bridge, but I know all bridges need to respect gravity, and there are certain principles of how weight distribution and suspension work. Before you start building, you'll need to make sure that you have an understanding of those things--that is if you want your bridge to stand." Questions like these are all related to the **physics** of bridge-building.

The **engineering** is still completely up to you. If you're respecting the laws of physics, you can build a bridge that looks like the Golden Gate Bridge, the Brooklyn Bridge, the Bay Bridge, or the London Bridge. There is a huge amount of freedom in how you build that bridge, and it's **your** bridge to build.

The coach's job is not to engineer the bridge for you (although we're certainly here to be a thought partner alongside you). The coach's job is to help you become aware of the laws of physics and ensure that your co-created engineering solutions are respecting those laws.

For example, say you're a CEO who's struggling to run effective executive team meetings. Your coach's starting point is going to be on the level of physics--for example, exploring the way power (particularly yours) is working in the room, assessing the quality of dialogue and relational dynamics, exploring the trade-offs between preparedness and spontaneity, etc. Understanding the underlying physics will then better position you to engineer a solution that works for you and your team. If we simply started with a blueprint for exec team meetings (engineering), even a good one that's worked in other contexts, we wouldn't be solving for the uniqueness of your situation. And it's likely the "solution" would be sub-optimal.





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Part Three

Reboot's Approach to Coaching:
Practical Skills + Radical Self-inquiry

“Helping, fixing and serving represent three different ways of seeing life. When you help, you see life as weak. When you fix, you see life as broken. When you serve, you see life as whole. Fixing and helping may be the work of the ego, and service the work of the soul.”
- Rachel Naomi Remen

Reboot’s Approach to Coaching: Practical Skills + Radical Self-inquiry

Coaching exists on a continuum. Just about anybody can hang a shingle and call themselves a coach.

While there are [certifying bodies](#) and [many high-quality coach training programs](#), there is incredible diversity out there in the wild among those who call themselves “coaches.”

So let’s talk a bit about the broader coaching ecosystem and where Reboot sits within it.

High EQ <> High IQ Continuum

One way to begin to make sense of the coaching landscape is to think about a continuum of High EQ and High IQ coaches.

High EQ

One end of the continuum we’ll call High EQ--emotional intelligence. On this end you’ll find folks that have come from a therapeutic background. There are many former psychologists and psychotherapists who have decided to move from working with private individuals to working with leaders and companies, and, as such, have labeled themselves as coaches. They’re a tremendous benefit to the ecosystem. So many founders, for instance, are working with anxiety and depression, and High EQ coaches are quite skilled at tending to those challenges with clients.

If you had to fire someone, a High EQ would be great at helping you explore the anxiety you’re carrying and how your personal history might be showing up and impacting your behavior. But they’re probably not going to be as helpful with the practicalities involved in letting someone go.

High IQ

On the other end of the continuum, we have what we'll call the High IQ coaches. By High IQ we're not saying they're geniuses or smarter than the High EQ folks, rather we're simply referring to the fact that these are people who've typically come from the business world and bring with them deep experience and business acumen. Oftentimes they have frameworks and checklists and all sorts of best practices to bring to bear. Imagine a former executive from Google or Facebook who has now come into coaching. They've managed large teams, interfaced with boards, and managed clients and vendors, so they can really help with the practical side of things.

If you had to fire someone, the High IQ coach would have their checklists and frameworks and best practices to cover all the bases of how "do it right." On the other hand, they're not necessarily going to be equipped to help you delve into, for instance, why you're anxious about having to fire this person, how your own behavior may have contributed to the core of the challenge, and what repeated patterns might be worth exploring so you don't end up in the same situation with the next hire.

At Reboot, we believe the unique value we bring to our clients is to sit at the center of High IQ<>High EQ continuum.

Our approach is best represented by [Reboot Bet](#):

PRACTICAL SKILLS + RADICAL SELF-INQUIRY + SHARED EXPERIENCES =

GREATER RESILIENCY + ENHANCED LEADERSHIP

In 1:1 coaching, we focus primarily on the first two parts of the equation: Practical Skills and Radical Self-Inquiry. You can probably begin to see how each maps to the High IQ and High EQ approaches discussed above.

You certainly can't lead well without grasping the principles of operational excellence (Practical Skills), but simply knowing those principles alone can't get you where you need to go. The only way to move through the living complexity of leadership and organizational challenges is to be growing from the inside out (Radical Self-Inquiry).

Consider the amount of advice and content readily available to us through books, websites, blogs, podcasts, and courses. For instance, we have access to an incredible practical skill knowledge base of how to build, scale, and manage a startup. There's no knowledge shortage.

The difference though, between reading a book or listening to a podcast and executing those ideas in your company is all mental and emotional. If it was easy as reading the book and executing, we'd have cities filled with world-class CEOs. But that's simply not the case.

What gets in the way is our default programming as human beings.

Learning to Speak a New Leadership Language

It's a safe bet that if your family spoke English when you were a child, your first words weren't German. You can only speak the language that your brain has heard. And it's the same with any kind of behavior--including the behaviors of leadership and running a company.

Here's an example.

Once we were facilitating an offsite for a well-known Bay area company. We asked the executives in the room to tell us about conflict in their homes growing up and their strategies for dealing with it. The head of customer success said, "You know, my dad drank a lot and so we always needed to make sure we didn't upset him. The way I dealt with it was I would proactively go and solve problems that weren't problems yet because if they became problems it was going to be really, really bad."

We asked the head of customer success how that behavioral pattern might be showing up with her coworkers. She said, "They often think I don't trust them because I'm always solving problems that aren't there."

You can read every management book under the sun, but at the end of the day, if your default programming for solving conflict is to solve invisible problems, you're going to be doing that in your work life and it's going to be having an effect on your relationships.

The head of customer success had a tense relationship with one or two executives in particular, and we saw that tension begin to dissolve right there in the moment. They both responded with something like, “Oh, that's why you do that. It's not about me.” Suddenly there was compassion where there hadn't been. This is an example of **radical self-inquiry**.

From there, we talked with the executive team about a set of **practical skills** for when that internal alarm went off and the head of customer success wanted to go start solving invisible problems. But if we'd started with a practical communication framework, it would've been like expecting a child from an English-speaking family to suddenly converse in German.

Again, there is no shortage of information on what to do when running our businesses. What gets in the way is who we are, how we think, and how we feel. Together, **practical skills + radical self-inquiry** form a potent combination for growth.

In the next section, we'll explore in a bit more depth how the change process works.





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Part Four

How the Change Process Works

How the Change Process Works

Why Problem Solving Isn't Enough

Let's face it--folks don't come to coaching when everything in life and leadership is going perfectly. Often, clients come to us when things aren't working. Perhaps there's nothing drastically wrong, but the client has a sense deep down that in order to face the challenges of the future, they're going to change in some way.

The question then becomes, ***“How does the change process work through coaching?”***

When there's something we want to change about our experience, it's common for most of us to focus on the problem we'd like to solve. But problem-solving approaches to change can be limiting for a few reasons.

First, focusing on the problem tends to keep us stuck using the same neurological processes that got us there to begin with. Think of the famous Einstein quote: “We cannot solve our problems with the same thinking we used when we created them.”

Here's another way to think about it. As humans, moving through the world living our lives, facing problems and figuring out ways to solve them, our brains bank pieces of code that say, in essence, “For X problem, apply Y solution.” Once we figure out a known way to solve a particular problem, our brains will often subconsciously recreate more of that particular kind of problem--because, after all, we know how to solve it!

The unintended consequence of our problem-solving (survival) strategies is we tend to recreate the same problems over and over again. There's a great phrase that comes from Neuro-linguistic Programming (NLP):

“The conditions we survive become the conditions upon which our future survival depends.”

In other words, our critter brains (our deep neurological structures) don't know how to survive without the presence of the problem.

Getting Solution Focused

Coaching is a solution-focused approach to change.

Problem solving is an *elimination* strategy--attempting to get rid of what we don't want, which only guarantees the removal of a particular thing.

The coaching process is a *creation* or *generative* strategy--we can create more of what we would like, moving us toward the outcome that we want. One tool we like to use, called The Outcome Frame, starts with the simple yet profound question-- "What would you like?"

Consider the metaphor using Google Maps. Google Maps has two fields that help you navigate. One field represents *where you are today*--the place you no longer want to be. The other field represents *where you want to go*. And with those two pieces of information Google Maps can tell you how to get anywhere in the world. The key is, you've got to be specific in order for the navigation to work. In other words, you can't type into the second field that you want to go "anywhere but here."

Much of coaching consists of helping a client get brutally honest about current reality and incredibly clear on their desired state. We start by helping the client understand where they are today--exploring their thoughts, feelings, and somatic experience relative to the things they want to change. And then we help the client get really specific about where it is they want to go.

Once we're clear about how things currently stand and where the client wants to go, we can turn our attention to the steps required to get there.

The Stages of Change

Let's look at another model that helps illustrate how coaching-assisted change takes place. This model was originally conceived by the influential social psychologist, Kurt Lewin, and later expanded by Ed Schein, former professor at the MIT Sloan School of Management.

The model has three stages: unfreezing, change, and refreezing.

Stage 1: Unfreezing - This is the stage where a person becomes motivated to change. In most cases, if someone has reached out for coaching, they are already at least in the beginnings of this phase. In the “unfreezing” stage, the coach and client work together to address two forms of anxiety that are often present:

- **Survival anxiety** - This anxiety comes from the realization that “what got me here won't get me there.” Unless we learn, grow, adapt, we will be at a disadvantage. This is a helpful anxiety that can motivate us to grow.
- **Learning anxiety** - This anxiety comes from the inevitable difficulty of changing and learning new behaviors. We can feel lost, incompetent, or out of place in our old social and relational structures. This kind of anxiety causes resistance to change. We may get defensive, evasive, or externalize our challenges rather than look at our own behavior.

The coach's job is to help the client cultivate a healthy dose of survival anxiety (too much can be unhelpful) while reducing and managing learning anxiety.

Stage 2: Change - Moving to a New State - Much of this stage involves getting clear about what new reality / behavior the client would like to be experiencing (see Google Maps analogy above). It also involves expanding our mental models to allow for the new way of being and doing to emerge and thrive. We spend a lot of time in this stage talking about the triumvirate of **thinking**, **feeling**, and **doing**--three elements that all contribute to the new reality structure we're building. And of course, taking action is crucial during this phase--trying new solutions and evaluating what works and what doesn't.

Stage 3: Refreezing - In this stage, the new way of being and doing becomes habitual. That means that we are expending less moment-to-moment effort to live in the new way. In this stage, we are actually working at the level of identity and self-concept, which informs and fuels our outward behaviors. We also pay even more attention in this stage to the broader relational contexts that clients operate in--their organizations, teams, and personal relationships, looking to find ways to help the change stick.

An Ongoing Practice

Coaching isn't a linear process--it's not like you go through Step 1, Step 2, Step 3, and you're done. Rather, as a client, you'll likely be moving through several concurrent change processes at once. Some of it may feel straightforward and simple, and other aspects may feel cyclical and drawn out. But having a model of how the change process works can help you feel less lost in the process and more confident that the work you're doing is moving you forward.

Next, we'll talk about some ways that you can get the most out of your coaching relationship





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Part Five

How to Get the Most Out of Your
Coaching Engagement

How to Get the Most Out of Your Coaching Engagement

Coaching can be a significant investment of both time and money. The good news is the return on that investment can be astronomical. However, what you get out of coaching depends largely on the energy and intentionality you bring to the engagement.

We'll share some things you can do to get the most out of coaching.

Cultivating “Player” and Growth Mindsets

The first thing to attend to is your mindset. In coaching we often talk about developing a “player” as opposed to a “victim” mindset. The player mindset acknowledges that we are on the field of our own lives and we have agency to impact the results. That's not to minimize the reality that we can also be the victims of others' behaviors--it's just to acknowledge that we are often prone to over-externalizing the cause of our experiences.

If we consistently adopt a victim mindset which fails to acknowledge that we do have agency, we also remove our ability to be part of the solution. Another way of saying this is *the consequence of innocence is impotence*.

We also talk about the difference between a “fixed” and “growth” mindset. When we adopt a fixed mindset, we tend to think of ourselves in binary terms--we're either “crushing it” or failing. This forced binary can mean that, on the one hand, we maintain an uncritical (perhaps even delusional) self-view that we've got it all together, or, on the other, that we fall into a sense of self-contempt that tells us we'll never be as good or successful as we wish to be. More often, we may oscillate between these two extremes depending on outward circumstances. Furthermore, if we adopt a mindset that assumes we are what we are and we can't change, we'll expend a great deal of energy trying to change everyone else around us.

On the other hand, a growth mindset assumes that we are in fact dynamic, changeable beings. It is less prone to blindspots because it assumes that we always have room to grow. And it's less prone to shame and self-contempt because it doesn't presuppose our brokenness when we're faced with our own imperfections. The growth mindset says, "I'm not broken. I've just got some strategies that have worked in the past but are insufficient going forward and need to be updated."

Practical Tools for Reflection/Growth

As we mentioned in earlier segments, coaching is like spending lots of time observing yourself both "in the game" and on the practice field. Practice is an incredibly important concept here. When we practice, we develop habits and rhythms that support our growth and better performance.

The specific practices that support your coaching are the practices of self-reflection. Here are a few that can accelerate your growth as a leader and as human being in general (during your time in coaching and for the rest of your life):

- **Journaling** - Journaling is a powerful tool for self-inquiry. Writing, especially stream of consciousness free writing, allows parts of you to be voiced in an unedited way. It creates the opportunity to discover what deeper parts of yourself - parts that may be tuned out during normal day-to-day work activities - may feel or believe. As a mindfulness practice, journaling supports your slowing down and noticing what's happening in your life. Journaling also gives you a way of tracking your learning over time, enabling you to discover the arc of your journey as you look back on what you've written. Finally, it supports you in claiming or "owning" your own learning and development process. Some clients choose to share journaling entries with their coaches, although this is not required. Other clients may find it easier to record audio messages or keep a running note on their phone--anything to encourage slowing down and reflecting on what's happening in their lives.

- **Mindfulness Practice** - Transformational growth begins with and flows from a mindful awareness of our own inner experience. To the extent we remain unconsciously caught up in the chaotic flow of thoughts and emotions that is the river of human experience, it will be impossible for us to clearly hear ourselves, come to know ourselves, and grow. Mindfulness meditation is the practice of noticing and naming (without judgment) thoughts and feelings as they enter our awareness--it's essentially becoming aware of our awareness. This same practice opens up space for us to become aware of what is being communicated to us by another. If you've never tried mindfulness meditation, [give it a try](#). Mindfulness gives us a way to quiet the loud and distracting inner dialogue contained in each of us. As that inner dialogue quiets, we can tune in to all sorts of stimuli that were always there but escaped our awareness.
- **Body work** - Coaching can seem like a heady, thinking-centric process. But the reality is, we can't access our innate, inner wisdom without being in rapport with our own bodies. We are not disembodied minds! Reboot coaches work with the body in mind. We may ask you from time to time, for instance, to tell us where a particular emotion "lives in your body." We'll ask you to pay attention to what your body is telling you. One way to support this important body-awareness aspect of growth is to find additional ways to engage in body work. At a minimum, finding an exercise routine that works for you can be incredibly helpful. We're also big fans of things like massage, acupuncture, rolfing, and Qigong, to name a few.

Preparing for Sessions

Lastly, we'd encourage you to think about how you manage your time before and after coaching sessions, creating the mental and physical space necessary for the learning and insights to stick. Many clients have found it beneficial to block off time before the coaching session to get centered and reflect on what they'd like to talk about with their coach, as well as after the session to reflect back on what was discussed. Even a 15-minute window before and after the coaching session can go a long way. For example, a walk around the block before you jump into your next meeting will give you the chance to breathe, reflect, and take note of your commitments to action going forward.



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Additional Resources

Self-Guided Courses &
Supplemental Materials

Self-guided Courses:

Our self-guided online courses - reboot.io/selfguided - are full of content to spark conversations, reflection and positively shift your leadership. Share them with your partner, your co-founder, your teams

[The Leadership Reboot](#)

Become the leader you were born to be. Reading, audio and questions for reflection are sure to prompt potent conversations with yourself and others about your relationship to work. reboot.io/5day

[Reboot Your Anxiety](#)

Anxiety is something that many of our clients — and many of us here at Reboot — have struggled with. We wanted to shed some light on how to free oneself from the grip of anxiety, so we joined forces with Josh Roman, COO at Claritas MindSciences, and Dr. Judson Brewer, Claritas MindSciences founder, Director of Research at the Center for Mindfulness at UMASS, Author of The Craving Mind, psychiatrist, and addiction expert, to bring you this five day course. We'll look at the difference between stress and anxiety, how anxiety works in our brains, how it shows up for you, what makes us anxious and finally — how to step out of the anxiety cycle. We hope to share with you tools work with your anxiety in a generative way. The course will unfold via a series of 5 emails full of content — one email per day over the course of 5 days. reboot.io/anxiety

[Reboot Your Year](#)

Refresh to a more resilient you this year. Five days of guided journaling audio will lead you to various reflections points on the past, present and what's ahead of you. Perfect for anytime you need a pause for perspective.

reboot.io/rebootnewyear

[Cofounder Reboot](#)

Solidify your cofounder relationship. Sign up, invite your co-founders, and enjoy five days of rich material that may shift your cofounder relationship for the better.

reboot.io/cofounder-reboot

[Reboot Your Happiness at Work: A 10-Day Course In Mindfulness](#)

We teamed up with Meditation teacher Sharon Salzberg, to create this ten day course of insights and guided meditation to help you find space for mindfulness and compassion in your daily practice at work. This is a great course to do over 2 work weeks with your entire team for a company-wide course in mindfulness from one of the world's leading instructors. reboot.io/reboot-your-work

Shadow Reboot

Learn how to work with shadow in this 5-Day course. We talk about Shadow a lot here at Reboot, and we do for a reason: Shadow is at the helm of the majority of conflicts that we help our clients sort out. This course will guide you through understanding what shadow is, how to recognize shadow in your life and work, how shadow presents in partnership, understanding the loyal soldier and other survival strategies, reclaiming your shadow, and the role of shadow in the organization. Ready to take a deeper dive into your own radical self-inquiry and glimpse the unconscious forces that are holding you back, keeping you small, or at the root of conflicts and struggles in which you repeatedly find yourself?

reboot.io/shadow

Reboot Your Board

In this course, we take you through the practical challenges of growing and developing a high functioning board. The the board-leadership relationship doesn't have to be a challenge. In fact, it can be one of the most rewarding aspects of your leadership journey. When done well, the board-CEO partnership can help each party grow and become the best possible person they can be—all while supporting the core purpose and mission of the business.

reboot.io/rebootyourboard

Inclusivity: Building Organizations of Belonging

What does it mean to build organizations of belonging? How can you build an organization safe enough for the whole human to show up at work? In this course, we discuss the hidden power and privilege that can pervade an organization and consider what is needed—beyond HR trends, and into matters of the heart—to create and sustain real places of belonging for all employees. We hope, by the end of the course, you have a sense of how you relate to belonging yourself, and how you create belonging in your communities, work, home, life.

reboot.io/inclusivity/

Supplemental Readings:

Reboot Recommends: An Unconventional List of 15 Non-Business Books for Women Entrepreneurs:

“The following is a list (in no particular order) of unconventional reads, particularly for women entrepreneurs, that can open up new dimensions of understanding who we are, how we got here, how we are in relationship to ourselves and others and the world, and how to navigate our body’s many ways of knowing.” - Ali Schultz

Wholeness, Not Happiness: “I’m not against happiness...I am, however, against happiness as the ultimate goal, because in making it the goal you create this barrier to so many other aspects of being human, and even worse you create an environment where feeling differently (sad, depressed, lost, frustrated) carries another heavy emotion: shame.” - Dan Putt

Some Advice on Talking About Suicide: “Emphasis is best placed on the near term goals and results, rather than longer term aspirations. This time period can feel uncertain and ungrounded to some. Being clear about what actually matters and speaking frequently together as a team for check-ins (such as “red, yellow, green”), and to discover common ground, is reassuring.” - Jim Marsden

Firing is Never Easy: “Be open. Listen closely to the employee’s reactions. When we hurt someone (and let’s face it, that’s what we’re doing when we fire someone), it’s natural to throw up our own defenses and metaphorically cover our ears. Listen to the employee.” - Jerry Colonna

In The Passing: Tips for Handling Grief with Clients: “Recognize that emotions may come and go as the grief process progresses, and this in itself may be confusing at times (“I thought I was over it!” or “how could I be feeling that now?,” etc.). Just knowing that this is a possibility helps to support the flow of what’s arising for the person and can allow the emotions to be felt, expressed and moved through in ways that are healthy.” - Jim Marsden

For the CEO: Things You Need to Think About As Your Company Scales: “As a company scales, the leader has to scale too. This is often a substantial growth curve where learning the “Being of CEO” becomes more important than the “Doing of CEO.” - Ali Schultz

Navigating Board Dynamics: “When the CEO takes his or her seat and makes decisions with authority and conviction, and communicates that to the board, the board reacts really well. The board feels like it’s being led.” - Reboot Coaches

An Unconventional (Non-Business) Reading List for Men: “Here’s a list of books which we often recommend to our clients who identify as male who set out on this journey of growth in their leadership and life. These reads can help foster a deeper understanding of yourself, the forces that shaped you, and what holds you back.” - Ali Schultz

How Early Do You Need to Create Culture in Your Company?: “Ultimately, your values are what actually happens in your organization, it’s the behaviors that are the living expression of values, not the words on a slide or website, which determine what kind of culture you have.” - Ali Schultz

How Much Amazing Can You Handle?: “When life starts feeling good, and we don’t trust it fully, some of us wait for the other shoe to drop. This phenomenon was first introduced to me as The Upper Limit Problem. The upper limit is your internal thermostat to just how much amazing you can handle.” - Ali Schultz

