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A Coaching Dialogue: Coaching Multidimensionality in Organizations

By Wayne Caskey, PCC, AND Zoran Todorovic, MCC

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A COACHING DIALOGUE

Coaching Multidimensionality in Organizations

WAYNE CASKEY, PCC, AND ZORAN TODOROVIC, MCC

This is the fifth in a series of dialogues between senior, experienced organizational coaches. In this instance, the dialogue is international in scope and focuses on something that both coaches refer to as “multidimensionality” in their coaching processes. One of the participants in this dialogue, Wayne Caskey, has been a corporate CEO and an executive coach for eight years. The second participant, Zoran Todorovic, coaches in 15 countries and has founded two cutting-edge institutions. Both coaches have received ICF certifications and not only do organizational coaching, but also coach other coaches.

Wayne: This is Wayne Caskey and I’m here with Zoran Todorovic. We are going to discuss multidimensionality. Before we begin I’d like to introduce Zoran. Zoran is a Master Certified Coach. He’s the founder of TNM Coaching and he’s also a founder of the Evolutionary Institute. He has coached clients in 15 countries, including corporate leaders, artists and film producers. He’s also coached many of the world’s coaches.

In my experience he’s a very exuberant and insightful coach and leader of groups. He has an almost uncanny way of putting his finger on not only what is there, but what may be there. And for me that’s really a wonderful trait. He’s devoted to not only serving the world as it is, but serving the world to be.

Zoran: Thank you Wayne. What to say? Let’s look at Wayne. Wayne is known for his heartfelt support of his clients, in empowering them to express their true values, and he’s fully and totally dedicated to their growth and support. And Wayne works with his clients multidimensionally. He’s capable of working on all of the different levels, engaging with a predominant level of how goals should be achieved and what needs to be done for leadership and executive coaches at the bottom line, to going far beyond what we know nowadays as leadership and executive coaching, fully partnering people with their unique potential and empowering them to express and deliver and live to their full potential.

He has amazing experience. Thirteen years of Fortune 500 executive experience and eight years as CEO in three start up to midsize companies. He has more than 30 years experience in manufacturing, service and financial industries.

Wayne: Well thank you Zoran, that’s a very nice introduction.

What we’re going to talk about today is multidimensionality. Not only what it is, but also how you coach multidimensionally in organizations.

So let’s start out and define multidimensionality. For me multidimensionality is both personal and collective. It’s connected to personal vibrancy of energy and also group vibrancy of energy. This energy is such that it’s almost tangible. It’s the sort of thing that makes

people seem alive and lights them up. Personally that energy expresses my uniqueness of being, why I'm here and the uniqueness of my doing that which naturally emerges from the uniqueness of my being.

From a group perspective, that energy is an access point. It's the connection to destiny, referred to in books like *Synchronicity* (Jaworski, 1996), *Presence* (Senge, Scharmer, Jaworski, and Flowers, 2005), and *Good to Great* (Collins, 2001). That energy results in continuing relevance, reinvention and vibrancy.

That's what multidimensionality is for me. How do you see it, Zoran?

Zoran: For me multidimensionality is both personal and collective as you said, but also creational. It is about how we create, where we get good ideas, where we get creational ideas to innovate, to be cutting edge, to be ahead of our time, to be spotting trends, to understand what is the movement in collective human consciousness. In the multidimensionality of our being we step into what they call creational reality or the creational paradigm of reality. It's one of the paradigms in multidimensionality, and we create from there.

Personally that energy expresses my uniqueness of being, why I'm here and the uniqueness of my doing that which naturally emerges from the uniqueness of my being.

We invite people as we coach them to be simultaneously present in a matrix of realities at a whole different level of existence. So being able to be present in their personal life, fully and totally as you mentioned, being able to be present in collective reality, which is increasingly a global culture with a global phenomena of connectedness, and also being able to be present in creational reality, which is what's next. How are we coaching, creating and moving our human evolution to the next level? How are we moving business to the next level? How do we move politics to the next level? How do we evolve and grow from where we are right now?

So to sum up, for me multidimensionality is an ability of an individual to be present on all of the different levels of existence.

Wayne: Could you give an example of this creational energy going to the next level from your existence?

Zoran: Yes, I had a coaching session this morning with a CEO of a top global company. If he is only present on one level of reality in our coaching conversation, then probably we are only going to talk about his objectives for his team, what he is supposed to execute, short-term incentives for the next quarter, the business results. That's one-dimensional.

If he connects and begins coaching on a collective level then we're going to move on to seeing how are those goals, objectives, related to the bigger vision of the company. Where the company really wants to go? What is the bigger picture here? What do we really want to achieve? What is the company's contribution to humanity, to life? How do we engage and how do we source and how do we connect our goals and short-term objectives, not only to a bottom line or profit margin, but also to what good that will do for the pipeline and for humanity?

Then if you move into the creational reality, from that collective, it's what we need to innovate and create that has not been done before. How can we link all those goals and objectives to some kind of movement that we are sourcing and

creating that has not existed in this company before? What is the breakthrough for the company? Where is the innovation? Where is the excitement? Where is the passion? You link those goals and objectives not only to a profit margin or not only to the contribution of the company, but also to the passion of creating new movement. Then you're in creational reality.

Wayne: That's great, thanks a lot. Now let's talk about coaching multidimensionality and exactly how you do this. What comes about?

For me there's both a direct route to multidimensionality and there's an indirect route.

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The direct route for me is to have the client in an almost meditational state, imagine themselves big and then bigger---bigger than their house or office building, bigger than the city, bigger than the Earth, bigger than the galaxy,

and then ask them to go beyond the universe and imagine themselves there. And from beyond the universe who as the client am I and who do I need to be? And from there, what's next for me? Once I've intuited what's there for me, how do I manifest that? For me that is the direct route. My clients who get there have perspective-altering views of whatever it is that they're confronting in their lives or in their business.

There is also an indirect route that I find works for clients who have trouble imagining themselves as big as the Earth or beyond. I ask them to identify their passion. Most clients can identify what they're passionate about immediately, connect to that energy and feel that vibrancy to take them to a level above daily existence. Once they're there, I challenge them to increase the vibrancy across their entire lives. Once they get to that point they sense their multidimensionality and then I ask them, "Well, what do things look like here?" That's the way I approach it. How about you Zoran?

Zoran: Beautiful. I think that's an amazing approach.

The space I work from in multidimensionality and how I coach it is based on the assumption that it is important for any person who's a coach to fully understand and see that we are much more than just ordinary human beings. We are much more capable, much more creative, much more insightful, much wiser, and much bigger than just being a human being.

How can we link all those goals and objectives to some kind of movement that we are sourcing and creating that has not existed in this company before?

I think the essence of the multidimensional process that you have just described is enabling people to widen their perspective and energetic awareness to fully experience

that space where they are much more, where they're much bigger. And from that space and the experience that you have described, an amazing passion, action, insight, understanding, and awareness can be born so that people can be much more profound, powerful effective and leaderful in their daily life. It all widens perspective and produces an energetic experience of who am I really.

Wayne: Can you give an example here, Zoran?

Zoran: I think the example that you've given is right on. In energetic expansion, clients regain a level of awareness where they fully connect to who they really are,

not only as a human being but also as an energetic being and someone who is bigger than a human being.

So the example you gave is exactly that process of expanding people through the energetic exercise of awareness. We can call it meditation, to fully sit in the space of your bigger, bigger, bigger expansive self. Then, to sustain your self in that space is an ongoing coaching process.

Wayne: Right and I might add that when, in my experience, my clients get to this place they experience peace and clarity. The items which loom so large in their daily lives shrink and they're able to conceive themselves as movers on a world stage as opposed to ants on an anthill. This is a transformative experience for them. It's one that stays with them. And when they go back into their daily lives and the anthill, they have this vision which helps them create, as you said, really marvellous things. I would say that your client experienced the effect of coaching multidimensionality.

Zoran: Exactly. It's about moving from I am a human being with a problem to solve to the space of a mega human being with a contribution to make. Once you move people through all these levels in coaching, you fully tap into their key unique essence, what is the key contribution they're willing and prompted naturally to give to life. That's the source of feeling good, that's the source of creating passion, that's the source of being with yourself, that's the source of feeling holistic and amazed. So exactly that, connecting them to that in the bigger space, as you said, Wayne.

Once you focus on who we are as beings collectively, it's not too far to go to ask, 'What is our common destiny?'

Wayne: Okay. So having focused on coaching multidimensionality, now we're going to move specifically to coaching multidimensionality in organizations.

The way that I look at this is there are the enablers to coaching multidimensionality in organizations and then there are also barriers. What I see as the enablers are a lot of processes like strategic planning in the corporation that focus on who we are collectively, who we are as a business collectively. It's not too much of a step to go on to ask, 'Well, who are we as beings collectively? What is our collective energy?' It's something that groups at least subliminally do in all group processes in corporations and business. Once you focus on who we are as beings collectively, it's not too far to go to ask, 'What is our common destiny?' There is a natural enabler here in the commonality focus.

Some corporations go beyond commonality to another natural enabler. They ask, 'What is our unique destiny? What is it that we bring to the world that no one else brings?'

Going beyond that, which Peter Senge did in *Presence*, there is a sort of common energy bond which transcends personality differences and differences in experience and expertise. It's something that arises from the group as the group goes forward and discusses and argues and begins to see who it is. There is a growing focus on not only commonality but also uniqueness and presence of groups. These are enablers of multidimensionality. What do you see as enablers, Zoran?

Zoran: For me, the enabler of multidimensionality coaching is that in the evolution of consciousness on this planet we have now reached the space of

Chainsaw Al (Dunlop) in the United States was a fellow who got short-term results by cutting thousands from workforces in ways that certainly could have been much more humane than they were.

collective connective consciousness of humanity. Where multidimensionality is the option, it's the choice. We are all witnessing this on many different levels with the technological revolution, the internet, mobile phones. With the revolution of media and multi-platform expression, people really have access to online broadcasting. The evolution of banking to micro-banking gives means to people who are not as fortunate. So the way we work globally, both politically and economically, is evolving and changing rapidly.

Now the good side effect from that rapid global evolution is that people are operating multidimensionally. Most of the people within the organizations are actually ready and willing to be engaged on all of the levels of existence. Especially younger people. Especially people who are 30, 35, less than that, who are really a fresh new breed and product of evolution. They're already there. So the enabler here is that consciousness is fully present. The demand for this kind of relating and being, it's already here. And engaging with it and relating to people from that space, it's easy. So for me, that's the major enabler.

Wayne: Okay. And there are barriers. In the corporate world, from the financial standpoint, at least in the United States and in some other countries, there is a focus on the near term. There's a focus on quarterly earnings. There's a focus by stockholders on 'what have you done for me lately?' There's also a focus of corporate leaders on the existing business. The historic example here is the railroads in the United States which said, 'we're in the railroad business', rather than 'we're in the transportation business', and so they went the way of the dinosaur when the trucking companies and the airlines came in.

Another barrier is that there is a corporate inhumaneness coming from the focus on the short-term. Chainsaw Al (Dunlop) in the United States was a fellow who got short-term results by cutting thousands from workforces in ways that certainly could have been much more humane than they were. He's really just a symbol of a kind of consciousness, at least in American business, which is totally focused on short-term results. That really comes from lack of patience: a lack of patience among leaders, a lack of patience among stockholders and a lack of patience among investors.

There are also a couple of models of leadership which get in the way of multidimensionality for groups. One is a focus on charisma. Charisma inspires followership rather than presence, so that instead of an energetic equality among a business group, there are merely followers following the charismatic leader. Another model is command-and-control. Instead of presence arising within a business group, in this paradigm, I command and control and you merely comply.

There are also geographical and psychological and cultural distances, which keep global businesses scrambling to find their commonality, much less their uniqueness and their presence. While these distances are being overcome, they do exist. It's something which is a challenge, but it makes multidimensionality and coaching in organizational groups even more important.

So, Zoran, how do you see the barriers?

Zoran: There are a lot of barriers, but one of multidimensional coaching's focal points is where you put your personal attention, because growth follows attention and energy follows growth. If you focus on careers, careers will grow. If you focus on opportunities, opportunities will grow. So where do we put our energy? That's the first thing, just an open question to consider. Having said that, it's a natural phenomenon of human conditioning that we all love change, we all love evolution and at the same time we all resist change and we all resist evolution. It's an interesting phenomenon.

So you see, we all love change and love evolution, but at the same time we all are resistant. There is a lot of resistance in moving from old organizational structures, in moving from old ways of being, from what works, from what's comfortable, to moving into what's new. And then you ask, 'What is the breakthrough? What is the cutting edge? What is the evolution? What is the creation? Where is the potential?'

So the major barrier for me is that human conditioning sometimes can put restrictions and limitations to change, to evolution, to movement, to creation. Because it's simply our condition. Coaching for evolution, or multidimensional coaching, in this case, shakes that condition. It invites people to question their assumptions and question their perspectives. It invites them to look into what's there and profoundly invites them to engage with potential of what we really want to create in this world: through organizations, through corporate structure, through business, through politics. Instead of what do we want to stay with, repeat, or be comfortable with. That's my perspective on the effect of our human conditioning.

Wayne: Well said. I guess that we've covered our topics here. Zoran, what message would you like to leave with the coaches who are reading this article?

Zoran: Multidimensional coaching is about inviting people to fully step into their profound leadership, inviting people to become leaderful, inviting people to fully understand how we create reality and what the tools and skills are that we already have in the reality-creation process.

For coaches it's an amazing invitation to become more leaderful. The coaching profession and coaching as a discipline can sometimes be a structure when we support our clients to achieve and do whatever they want to achieve and do. I think in the evolution of coaching we are invited as coaches to become more leaderful as a profession. We are invited to coach people to partner with that profound leaderfulness, to fully understand the essence of who they are, to fully see themselves multidimensionally, to fully move from 'it's only human experience', to 'I am the creator' and to become fully leaderful from that space. So ours is an invitation to step into the next level of coaching as a leaderful profession. Not to be afraid, not to hesitate. To claim that space as coaches.

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For leaders in companies and for people who are in corporate organizations, in leadership positions (especially CEOs), it's to step into what is current on the planet Earth, to step into what are trends. To really begin relating to the organization as a vibrant, dynamic, living organism that is evolving and growing all the time. To fully begin relating to people who are managing and leading as multidimensional beings capable of much more than we even conceive. To begin seeing them, each and every individual, as a visionary source creative being who is able to transform a

whole existence in one action. Basically, to begin relating to people from the more profound level. And what about you, Wayne?

Wayne: I don't know what I can add to that, but let me speak to it from a personal standpoint as a coach. For me, the heart connection is the most meaningful thing that I have with my clients and the activity which is most meaningful for us is fun. What I find in multidimensional coaching is that there is a heart-to-heart connection with clients, which goes way beyond, and is not comparable in any way to, any of the fact connections or even the bottom-line connections. This is the truly important connection, the heart connection. My clients and I laugh a lot and in that laughter some things are loosened.

What I'm most proud of for my clients is that from the heart connection and the laughter, they emerge into the kind of creative sphere that you have talked about, Zoran. They liberate themselves, they see beyond themselves. So over time they accomplish really marvellous things, and things that they could not have conceived of when they began the coaching. It's in this creative, creational kind of state, which you have described, where not only do they create great things for themselves personally and professionally, but they create great things for their organizations. And their organizations grow. As corporate leaders they're in a position to set the tone, not only for themselves, but also for the whole organization. It's this kind of heartfelt, fun, playful orientation, where creationalism and creativity flourish. And it's from a multidimensional platform that it arises.

Do we have anything more to add here, Zoran?

Zoran: No. I think it's quite profound and beautiful what we've described. It's just to invite people not to see all of this as something that is a religion or 'the way'. It's one interpretation of reality. It's one interpretation of what can be. If you resonate with it, play with it and watch it grow!

Wayne: I agree. So, Zoran and I have played together today, we've enjoyed it and we hope you have, too.

Zoran: Thank you.

Wayne: Thank you.

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As a Master Certified Coach and founder of TNM Coaching and The Evolutionary Institute, Zoran coaches clients in 15 countries including global corporate leaders, artists, producers and many of the world's coaches. Zoran works with the greater and profound potential of a person, company, project or organisation. He coaches beyond vision/goals/purpose by moving people into serving a greater ideal, vision or purpose that can support change or transformation for more people on the levels of evolution, evolving humanity and our world, as we know it.

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