

Disrupt Yourself Podcast

EPISODE 348: SCOTT OSMAN & JACQUELYN LANE

Welcome back to the Disrupt Yourself podcast. I'm your host, Whitney Johnson, CEO of Disruption Advisors, where we help you grow your people, to grow your organization because organizations don't Disrupt people do. The building block of that growth. It's you. Coaching often involves speaking a truth that the other person doesn't really want to hear. We have this stigma around criticism, this idea of someone breaking into our draft with a big red pen full of quote unquote suggestions. Even when we're lost for direction, being pointed in the right way can feel like this indictment on being lost in the first place. So how can we prime ourselves to receive these messages? Our guests today have a new book out on exactly that question. Scott Osman and Jacqueline Lane are coauthors of *Becoming Coachable*, along with Marshall Goldsmith. The book was born out of the 100 coaches agency which Scott co-founded with Marshall and of which I'm a part. So, what is becoming Coachable actually look like? I hope you enjoy.

Whitney Johnson: If my math is right, Scott, your puppy should be about 12 weeks old. Is that correct?

Scott Osman: Yeah.

Jacquelyn Lane: Puppy coach?

Scott Osman: Yeah, that's about right. Why do you ask?

Jacquelyn Lane: Special appearance by your puppy coach.

Whitney Johnson: So inquiring minds want to know what you've learned from this little puppy so far. And what is its name?

Scott Osman: Oh, man. Well, the puppy's name is Paris. And, you know, Paris. Paris is a great coach because. Because Paris holds me accountable for everything that I need to do as far as Paris is concerned. So when Paris needs to go out, Paris lets me know. And Paris goes out. Or Paris holds. Holds me accountable in ways that only Paris does. Thankfully, the consequences.

Jacquelyn Lane: Are known and certain. Yeah.

Scott Osman: For sure, for sure. You know, also, I have to say Paris gives me positive reinforcement as well. So Paris, you know, will do these things that Paris knows I like. And so Paris does those things, sits very obediently and looks up at me with those great puppy eyes. I mean, literally, this is my first puppy. I didn't know what the expression puppy eyes really meant until I saw Paris eyes. And now I get it. There's no way not to give him a treat when he does that. So, um, I am I am putty in the puppies eyes, all right.

Whitney Johnson: And I heard I heard Jacqueline just say, Paris, the puppy coach.

Scott Osman: Yeah.

Whitney Johnson: Okay. So, Jacqueline, do you have do you have pets?

Jacquelyn Lane: I do, but not one that lives with me in New York any longer. My, my, my dog went to go live on my parent's hundred acre ranch in Colorado rather than living in a 700 foot apartment in New York. Think she's happier out there?

Whitney Johnson: What do you miss most about her?

Jacquelyn Lane: Oh, I just love the the affection. When you come home, you know, your dog's always excited to see you. I love I also miss taking walks with a dog because you meet so many other dog owners and lovers. Mhm.

Whitney Johnson: Mhm. Yeah.

Scott Osman: So you'll be able to take.

Jacquelyn Lane: Us out but yeah.

Scott Osman: But now gosh New York taking a dog for a walk in New York is just a social experience. Yeah.

Whitney Johnson: Yeah. If you want to make friends get a dog.

Jacquelyn Lane: It's so true.

Scott Osman: For sure.

Whitney Johnson: Yeah. Mhm. Fun. All right. So I want to set the scene for our listeners who may not be familiar with 100 coaches. Um, here, here's how I recollect the story. And then I would love to hear how you became involved. So. So Marshall Goldsmith had this idea to teach 15 coaches everything he knew. And I was fortunate to be in that initial cohort. And I think you were in that initial cohort as well, Scott. And then you had this idea of, I'm going to take this massive, unstructured form and create something of it. And is that is that recollection correct?

Scott Osman: Yeah, it's absolutely correct. I so actually what happened was Marshall took I bassols design the Life you love class. And in that class he did what she calls the hero exercise. And he you know, his heroes are Peter Drucker, Frances Hesselbein. And what he realized about his heroes is that they paid it forward. They taught him everything he knows. And he said, I want to do the same thing. I had known him through another circumstance, and he called me up. He said, I want to teach 15 people everything I know about coaching. Will you help me? And then he put a video up on LinkedIn. 12,000 people applied. It's now like 20,000 people. And we realized there was something a little bit more going on. So we we hand-selected, as you know, because you were one of the first 25, we hand-selected 25 people and brought them together in Phenix. It was December of 2016, which seems simultaneously yesterday and so long ago. It's going to be our seven year anniversary this December. And and that weekend was just magical. It was it was a combination of leaders, leadership thinkers and leadership coaches. So at the end of the day, we weren't just teaching coaches. It would have been a very different route had

we done that. But a number of the people that he was coaching wanted to be there. Alan Mullally wanted to be there. Jimmy Kim wanted to be there. Um, and so we ran the first session and then another and another. And I think you're probably in 20th December 2017. We met in Washington, DC at the world Bank, and I think we had 100 people there. So in a year we had taught and gathered 100 people. And at that, at that event, we realized something bigger was happening. And that's when Marshall and I had I had planned for an hour long conversation to make the case for why we should be building a community. We had 30s, but 30s was all it took. And then we started building 100 coaches.

Whitney Johnson: Yeah, yeah. One thing I love about Marshall is he makes decisions quickly. But I also loved about you is that you had. So so my again, my memory is, is that Marshall invited you or asked you to help him build this, but he didn't. He didn't have the vision for what it could or could be precisely, or how to do it. And you came in and said, okay, here's how we're going to do it. And I just think it's amazing what you've built, because tell us now, fast forward to 2023. What is 100 coaches today?

Scott Osman: Sure. Well, I mean, and Whitney, you and I, I think we had like lunch or something in January of 2018. And I remember like writing out on the back of a napkin. Here's the vision for 100 coaches. And it started with having this amazing community at the center. And then we were going to have an agency to represent coaches, and we're going to have an imprint where we'd have books published, and we were going to create this ecosystem of some of the greatest leaders, leadership thinkers and leadership coaches. And I think you looked at me as though I was from another planet. No, I did not, you know. Well, you know, I have to.

Whitney Johnson: Be in awe, which is different.

Scott Osman: Maybe I was looking at me like I was on another planet.

Whitney Johnson: Maybe.

Scott Osman: You know, the audacity to think that we would be able to do all these amazing things and who knows what period of time was just incredible. And yet here we are in 20, 23. Three years ago, we created the 100 coaches agency. Jacqueline came on board. We developed this new approach to matching the best coaches in the world with the most value creating leaders in the world. And we I think we've probably placed over 300 people already.

Whitney Johnson: Yeah.

Scott Osman: Um, we launched an imprint a year ago and in that same year wrote and published and released *Becoming Coachable*, the book that we wrote with Marshall that's now a Wall Street Journal bestseller. And it all goes back to sort of that moment in 2017, 2018 where like, here's the vision and now, you know, we've made that vision manifest, which is, I think, amazing.

Whitney Johnson: Yeah, I have I have so much awe and admiration for you of having. Having this idea and like you said, manifesting the idea. It's just beautiful. So I just want to I want to honor that for a minute. And we're going to talk about your book, but I want to honor, you know, your idea and where where you are today. And then Jacqueline wanting to activate you in the conversation beyond talking about your dog walking in Colorado. Tell us about how you ended up connecting with Scott and decided to walk along side as as. Coworkers and colleagues and builders of this business.

Jacquelyn Lane: Yeah, well, I think that, of course, the real story starts much earlier in life. But the bottom line up front is that this is really the calling of both of our hearts and the work that we both feel is so much more than work. And so to I mean, for me to find that so early in life feels like an enormous gift and privilege. And I just love learning from and being in community with all these amazing people. I suppose the story starts earlier, though, where I had a dream when I was in college, and in it I saw myself. I was kind of at that to that point in my life had been this hard working, high achieving daughter of a surgeon, so, you know, highly perfectionistic and committed to getting all the golden stars and straight A's. And I saw in this vision of my life that I was working so hard and, and trying to do all these things. And, you know, it was quite clearly just it was all it was all focused on

me. And then as the camera starts to pan out a little bit and I start to see the broader scenes from my life, I'm seeing that I'm missing the most important thing in my life, which is really the people around me, the relationships.

Jacquelyn Lane: And, you know, because I was so focused on me and what was going on in my world, missing the what was most important. And from that day forward, I would say, was a major turning point in my life when I decided that the most important aspect of my life was my relationships, and that people problems were the problems I was most committed to solving. And I think that this world is I mean, it's some of the most complex problems are people problems, and they're often overlooked. And so I switched from I mean, I still got my engineering degree, but I changed certainly my mindset to saying, I don't want to be someone who just works on building bridges or chemical systems. I want to be someone who works on systems of people. And that kind of set me off on this path. That would ultimately lead to Scott and I connecting through a mutual friend and heard his vision for creating the 100 coaches agency and immediately said, I think that's that. I'm the person to help you build that. I think that's a lot of the calling of my heart, too. And luckily, Scott agreed. And, you know, we've been collaborators and great friends ever since.

Whitney Johnson: Wow. Oh, I love that. So you were like, here's my person. This is my person. This vision that I had in college. I have found my person. Oh, so good, so true. All right. So and I think it's I think it's wonderful that you had that clear idea when you were in college. I mean, I think so many people on the planet don't start to figure out what their calling is until they're in their 40s and 50s and sometimes even 60s, and that you were able to have a sense of calling in your 20s. What a gift. What a gift.

Jacquelyn Lane: Yeah, absolutely enormous privilege.

Whitney Johnson: So, Scott, in the book you talk about this story about your grandfather. Will you tell that? Because I want we heard a little bit about Jacqueline's growing up. I want to hear a little bit about your. What made you who you are?

Scott Osman: Sure, I'm happy to tell. I mean, it's a it's a it's a great story. It's a story of my heart that's really been a part of me my whole life. Although I have to say, I think in the course of writing the book, it really came to the surface, and I began to realize how important and and how much it shaped me. So this is a story about my maternal grandfather, Luke Haunsperger, who I spent a lot of time with, my maternal grandparents. They lived a half mile from where I grew up, and in fact, my elementary school was between my house and their house. And so I could walk as easily to their house after school as I could home, and I would travel with them. I got to know them very well. And he he had a men's clothing store. In Stamford, Connecticut, where I grew up. And it was one of those stores that, you know, back in the day, really cared about every single customer. And I remember I used to hang out at the store, so I'd go down to the store, I'd sit in the back with the guys and talk to the Taylor Watch. Customers come in, and I would see how my grandfather welcomed each person as a person, not a customer. He absolutely. And he and I talked about this. He absolutely was not trying to sell them a suit. Uh, his view of his job was to prepare them for the world so that they would see and be seen and feel the best they could be.

Scott Osman: And I think he really did an amazing job of elevating every person who came through the door. And they loved him for it. I mean, it was not it was such a beautiful sales process, but really it was all about relationships. And then there's this story that I came to know afterwards, because I know the person who features in this story is actually was my rabbi. But this story happened way before then. So my grandfather, my grandfather came from, I think, Romania, but it's not entirely clear when he was 12. And he lived at home for a short while. But then as as one did, I guess, back in that day went off on his own. Eventually he created his own store, a haberdashery. And then that store lost due to eminent domain. They put a road through it. But he started another store. Then he started another store. I think he originally was selling shirts and then suits. Um, but in the in his mom's house, his his mom remarried. I think they came over his. He didn't. I don't think he knew his father. I think his father stayed behind. And who knows? Um, but his mom remarried, and he. And she remarried a person who tutored rabbis. And he was tutoring a young rabbi. And my grandfather went over there for dinner one time, and he met this young rabbi and took a liking to him.

Scott Osman: And then one day, the rabbi got his appointment. And it turns out his appointment was for the Orthodox congregation in Stamford, Connecticut. And there he was getting ready to begin his journey. And my grandfather took a look at him, and he said, don't you have a better suit than that? I mean, you're now in a position of authority. It's okay to be a young, impoverished student, but now you're in a position of. And the rabbi, of course, had no money. And my grandfather immediately took him down to the store and outfitted him in beautiful garment and so that he could, you know, start his his tenure as rabbi looking and feeling the role that he was taking on. And that story just always stuck with me. It turns out that is the rabbi who was also my rabbi growing up. I went to Israel with him when I was 13. Wow. He had a huge influence on my life. I didn't even know this story all that time. Um, and he ended up being a very important rabbi. He collaborated with the Pope on Jewish Christian relationship, bridging the gap between religions, and became a very famous and instrumental person in bringing religions together. Wow. And I always think like, we never know, you know, when we do that one little thing for somebody to start them on their journey where that will take them and therefore, you know, we and we carry ourselves with them in that journey.

Whitney Johnson: So how old were you when you found out this? The whole backstory.

Scott Osman: Oh, I think my grandfather, sadly, my grandfather died when I was ten. I probably didn't find out until I was in my 20s.

Whitney Johnson: Yeah, I'm just thinking about that experience that you shared of all of the influence that your rabbi wielded over time and how and I think you even made the pun in the book about how your, your grandfather helped suit him up so that he could assume this mantle of authority in a way that approaching it with a dignity that this role deserved. It's very beautiful. Yeah.

Scott Osman: Absolutely. I really, I have to say, that metaphor of helping someone wear the suit that's appropriate for them is very much a part of the work that we're doing today.

Jacquelyn Lane: Yeah. well, I like how we teed that right up. So let's talk about the book *Becoming Coachable*. Um, what prompted you all to write this book and, and I'll, I'll toss it over to you. Jacqueline, what prompted you to write the book? And then two part question, how did your time in the energy industry affect how you wrote this book?

Scott Osman: Yeah.

Jacquelyn Lane: Well, I know that all of us bring a rich set of experiences that shape who we are and and shape our perspectives. And certainly that's the case with Scott and Marshall and I. And it was such an interesting process to write this book together as three coauthors, because we each have unique experiences and perspectives, and yet we're so aligned in a single message and a single heart. But of course, we each come at it from a slightly different approach or angle. You know, I think for me, a big part of this book was trying to understand what made certain coaching engagements so successful compared to others. And the more that we started asking around and talking to all the amazing coaches in the 100 coaches community, the more we realized there was a single common thread. The people who go the furthest are the people who are coachable. And then we tried to understand, what does that really mean? You know, Marshall, of course, famously has this graph where he talks about his most successful client and his least successful client. You know, he says that with his most successful client, who, of course, was Alan Mulally at Ford, who turned Ford around and saved the company from from bankruptcy. Uh, he spent the least amount of time with Alan and his least successful client. He spent the most amount of time. And Marshall famously says, what would have happened if you'd never met me? You know, Alan, what would have happened? And so, you know. But the Alan was the one who really pointed out to Marshall, the key job of a coach is client selection. It depends entirely on how coachable a person is.

Jacquelyn Lane: In fact, the most important variable in a coaching engagement is not actually the coach, the experience or quality of the coach. It is, in fact, how coachable the leader is. And we wanted to write a book to better understand and explain that phenomenon. It's really it's and it was an interesting thing when we sat down and we realized this book has not been written. There's really nothing in the literature that talks about coach ability. There's so much talking about how to be a good coach, how to ask coaching questions, how to how a

leader can show up as a coach for their team. But there was very little on the other side of that, which is essentially how to receive coaching. Um, and of course, this is rooted in my own time in corporate America, where, you know, for me, especially feedback is one of was one of the main sticking points, because feedback in that context was always felt kind of punitive. And it was it never felt like it was in the purpose of growth. And so my own perspectives and response to feedback was was not great. And I realized that those are moments where I'm not showing up as coachable as I need to be. And certainly it's not fostering a culture of coachability. And so we wanted to, again, to unpack that a little bit and help people really understand how to engage with that process, because there is coaching all around us from certainly if you hire a coach, but also from a manager, leader, peers, and if you know how to engage with that, it's going to take you further, faster.

Whitney Johnson: Um, so, Scott, when have you been uncoachable?

Scott Osman: Oh, you know, most of my life.

Whitney Johnson: Let me give you a little softball question there.

Scott Osman: Yeah. Um, you know, so my first career's first as a fashion photographer and then as a brand strategist kind of required and expected me to have all the answers. And that was good for me because I did. And and it went well. I mean, people liked the answers that I had. They looked to me for the answers. I felt like I was getting rewarded for having all the answers. And while, you know, on many levels, I really feel like I was an open and generous leader. You know, in hindsight, I look back and I realized I was far more directive than I needed to be, far more prescriptive than I needed to be. And then not that long ago, I would say under two years ago, as we were building the 100 coaches agency, Jacqueline, very, very delicately let me know that I didn't have to have all the answers. And then other people had answers also, and they may be different and that's okay. And it really hadn't occurred to me until then that that was an option. And I had been meeting with different coaches. So this is how I know I wasn't coachable. I'm meeting with some of the best coaches in the world, asking them to coach me, and they would say, well, what do you want to work on? And I would say, you know, like, life is pretty good like this. Everything's going fine. I don't I don't think there's anything that I need coaching on.

Scott Osman: And they would say, well, if you don't know what you want to be coached on, then I don't know how I could coach you. And actually often I would end up coaching them because I was learning so much about the coaching industry and, and that worked out well too. And I enjoyed that. And then Jacqueline mentioned this to me and I realized, gee, you know, I could be I can be open to change, I can change. And then I met a coach and we had the same little dialog, and he said, you know, what do you want to work on? I said, things are good. And he said, well, why don't we work on expansion? Right. Let's not work. We don't. If there's nothing to fix, that's fine. But your belief in having the answers is actually a self-limiting belief. Because by thinking that you have to have all the answers, you're not allowing in all the creativity of the people around you. And if you let go of that, there's going to be incredible growth. And that was a year and a half ago when I first started working. His name is Jean And, and it's true. We have just had massive expansion of growth in the last year and a half, and it's due to my letting go of the need to have answers and then everything else so much else followed. Turns out I had lots of things to be coached on, but that was the key for me.

Whitney Johnson: I have a curiosity because it sounds like. It sounds like you'd had a conversation with a lot of different people. But there's something that happened, some some type of alchemy that happened when Jacqueline, you said something to Scott, and so I'd love to. Like that started to open up the aperture. And so I'm just wondering, what did that conversation look like? You're younger than he is. And I suspect a lot of the people that you were talking to, Scott, were maybe your age. And so I'm just I'd love to unpack that a little bit because it sounds like something magical happened. And I think our listeners would find, find that that interchange useful.

Jacquelyn Lane: I think a lot of the key is, for us at least, is that we have a real depth of relationship. You know, Scott and I have been working very closely for over three years. And in that time, you know, we've been we've become such close friends and really partners in most of the things that we do together. And so just being able to observe someone through all these different ups and downs that happen when you grow a business and continuing to be committed to one another and each, you know, committed to this mission that we're building together. You know, there's there's no denying that. Of course, there are times we disagree and we work through conflict, and we

still come back and and say, we want to do this. We want to keep moving forward. And so when someone who's that close to you and someone who really sees you and really knows you can speak truth, I think it hits a little bit differently. Certainly, you know, an outside perspective. You know, we never really know when those moments are that another person is open to hearing something and an idea sparks in them and changes their life. We see that all the time when people pick up certain books and they say how this book changed their life, or a podcast changed their life, or a conversation with a friend changed their life. So we it's all it all comes down to that timing that we don't. There's moments that we can't tell that. Are there moments of openness? But if we hit it just right, and especially if we have the relational backing, I think that can be really powerful. We call those these moments of unlock.

Whitney Johnson: So, Scott, do you remember the moment, that moment of unlock?

Scott Osman: Oh yeah.

Whitney Johnson: Tell us more.

Scott Osman: Yeah, I totally do. You know, just as a as a way of prefacing it, I think I'm really fortunate that I'm. I, I'd say I don't see age. Meaning I've, I've never felt that just because someone is younger, they know less. In fact, I think the the older I get, the more I realize that, you know. Youthful eyes see things differently without the baggage of of knowing really. Because over the course of our careers, we learn so much and we know so much. I think it's a little bit like a scientist who, you know, works in their field of expertise and becomes very knowledgeable in that field. And then a young scientist comes along and sees something that the expert can't see because the expert is almost blinded by their expertise.

Whitney Johnson: Yeah.

Scott Osman: And I've always had a tremendous amount of respect for people with fresh eyes and fresh ideas. And that's what Jacqueline brought. I mean, it was just, you know, as soon as I met her, I realized this is someone who was wise well beyond her years and also had a way of seeing the world that was just extraordinary. I still, in fact, I still can't figure out how she has lived so much life in the number of years she's been around, because she's just done so much. And so, you know, and we and we just had a great relationship from the start where when she said something, I gave it, you know, I considered it fully. We didn't we didn't even meet, you know, it was we met during the pandemic.

Whitney Johnson: Oh, yeah. Wow.

Scott Osman: So we spent a year working together and we never even were physically in the same room.

Whitney Johnson: Wow.

Scott Osman: Um, yeah. So, it's been an amazing relationship.

Whitney Johnson: All right. So to be fair, because I just asked Scott for you to share this, I'm going to ask you the same question. Jacqueline, when's the moment that you have been uncoachable or...

Jacquelyn Lane: I mean, where to start? Let's see.

Scott Osman: There was ten minutes ago.

Jacquelyn Lane: Yeah, yeah. So true. You know, I just want to take this as a moment to say that's part of why we chose the word becoming. It's not being coachable. Yeah, because we're always in that process of becoming more and more coachable. And I love being able to laugh at this together and point out those moments where we're like, yeah, we wrote a book on this and we still have a lot to learn and a lot to grow in this area. So it's a really wonderful and humbling thing. So I mean, where to even begin? Yeah, I would say at least in my family, again, like the sticking point for me has always been taking feedback. Um, and you know, again, feedback always has

felt like criticism. At least that was how it was in my family growing up. And some of those same, you know, traumas, I guess, come in, you know, we bring all of that with us everywhere we go. And, you know, it was a real process when someone reminded me, I think it was when I was still working in oil and gas, and I sat down with me and said, I just want to remind you that all feedback is a gift because it's an opportunity. It's an opportunity to learn, to grow and to do better. And what would be the purpose to life and leadership if you didn't have the opportunity to grow? What if you just arrived somehow in your 20s and you coasted for the rest of your life? Wouldn't that be unsatisfying and unfulfilling? And I agree completely.

Jacquelyn Lane: And I think that that's one of those conversations where I had a moment of unlock and my perspective on feedback was really forever changed. And then I would say when I became a collegiate rower, uh, during my master's program, that was another moment where I realized just how important feedback is, because I realized I actually can't be self-aware without the feedback of my coach, my coach who's on the bank and can see how I'm rowing. I actually can't see how I'm performing in the rest of the boat. Like literally when you're in the boat, the only thing you see is the back of the head of the person in front of you, and maybe the blades, you know, the other people out the sides, but that's about it. And so when my coach is shouting at me on the bank, you're opening up a little too early or you're a little late, you know, it's that's such necessary feedback so that the entire team can grow well together. And so I think that's again the moment that another moment, my perspective on feedback. I don't remember.

Whitney Johnson: That story from the book. Did you tell that story in the book?

Jacquelyn Lane: I think I think it's in there somewhere.

Scott Osman: Not in that level of detail.

Whitney Johnson: Okay. Yeah, yeah, that's a good story. You got to tell that story some more. Um, okay. So quick question about coaches. And then I want to move to a slightly other question, which is when does a coach I mean, you've done all this research. Now, when do you find coaches get in their own way?

Jacquelyn Lane: I think. So I'll shift the question a little bit to say good coaches know how to talk the talk, but great coaches also walk the walk. So in essence a great coach is coachable themselves.

Whitney Johnson: Mic drop Jacqueline.

Scott Osman: Yeah I love that.

Whitney Johnson: Yeah.

Scott Osman: You know I think the other I think one of the biggest challenges for a coach. So you know we have over 100 coaches in our network. And we watch the way people coach and we see, you know, at the highest levels. And then, you know, value creators throughout. A coach I think always has to be willing to be fired. Uh, for telling the truth.

Scott Osman: And my heart goes out to everybody in that situation. It's so hard to say. Look, I'm about to tell you something. You may fire me for saying it, but it's so important for me to let you know, because if I'm not letting you know, I'm not doing my job right. And, you know, it's complicated, you know? Say anything you want to say about a coaching relationship is also someone's livelihood. Um, but I think the great coaches, you know, they understand that the most important thing is that client coach relationship. That's that's sacred.

Whitney Johnson: So, you know, it's interesting Scott and Jacqueline picking up on that. I've thought about it slightly differently, which is as a coach, do you love this person enough to tell them the truth?

Jacquelyn Lane: Yeah.

Whitney Johnson: Because if you don't, then you can't coach them, which goes to what you just said. You're willing to be fired like you love them enough to tell them the truth. Yeah, right. Where you're going to add something.

Jacquelyn Lane: Yeah, well, I think this actually dovetails really nicely with your work, Whitney, because it coaches also have to be willing to Disrupt themselves. You know, I think there often comes the course of a coaching engagement right at the beginning. You start to really accelerate. The client receives a 360 and comes to terms with some of these, this feedback, and they start to really make shifts and it's powerful. But then there comes a natural point where it starts to plateau. And the coach may not provide the same level of feedback that they were at the beginning. And I think it takes a great coach to be able to be willing to reinvent themselves and to engage on a new curve of growth in that relationship with that client and help the client make that jump.

Scott Osman: Really...

Whitney Johnson: Yeah.

Scott Osman: Reengineer that whole coaching relationship, not just themselves. Right. But I can almost you know, I love the S-curve.

Speaker4: And I love that you love the S curve.

Scott Osman: Yeah I've really I've written about it many times. One of my favorite like the first six months, we're going to be getting to the base of the S curve. And then from 6 to 12 months we're going to be going on this great acceleration path. But let's recognize that at 12 months we're going to start to plateau. And we need to find something else a new S curve to start to work on. Or we're just going to get, you know, lazy and E's talking to each other and complacent.

Whitney Johnson: Yeah, yeah, I have to pipe in. So Alex, who you met our producer. We're slacking so he can tell me things like get further away from the microphone and. Oh, they seem like such good friends. And here's the latest one, Galatians chapter four, verse 16. In the New Testament, have I now become your enemy by telling you the truth? So, wow, I know he's really good. So that's that's very fun. So awesome. Okay, so in the book, you have this really cool framework that I would love for you to share, which is it's a two by two around leadership mindsets, four components to it, which I have never seen anywhere. I thought it was fascinating. I don't like the quadrant that I put myself in most of the time, but can you share with us what that what that two by two looks like? I think it's really terrific.

Scott Osman: Sure. Why don't you kick it off.

Jacquelyn Lane: Sure. Do you want to...

Scott Osman: Start with bottom left.

Jacquelyn Lane: So it's this.

Speaker4: Or you can give an overview.

Jacquelyn Lane: Yeah it's a two by two where on the x axis it's me on the left side and we on the right. And then on the vertical axis the y axis it's extractive is at the bottom. And expansive or generative is at the top. And so if we look at that bottom left corner we that's what we call striving. And I think this this goes back to some of the is it Ecclesiastes or striving after the wind. Right. You know, it's that.

Scott Osman: Show off.

Whitney Johnson: We've done it now we're doing the Old Testament. Okay. Keep going.

Jacquelyn Lane: But it's that that word striving is kind of the word that comes to mind, where it's you're working for something, but it it feels in some ways a little fruitless because it's still you're focused on me and me alone. Usually that means, you know, my own success. I really want to to achieve something or be recognized or have some level of control, but still haven't figured out quite how to add value. Yeah, we see this. We see this often.

Whitney Johnson: Well, and it sounds like that's where you were in college and you said, no, I don't. This is this is not what I want. You were in that striving place and you had that vision and you're like, I don't want to be here. Okay. Absolutely.

Jacquelyn Lane: Okay. You nailed it.

Whitney Johnson: Okay. All right. So keep going.

Scott Osman: Yeah. Well, so the bottom right hand quadrant is people pleasing. And it seems like people pleasing is better because in people pleasing you're trying to do things for other people very often sacrificing yourself. But it's still a very zero sum relationship. It's very it's often very transactional. You're doing things for others. Maybe they're going to do them back for you, but whatever it is, but you're really trying to, you know, quite frankly, just, you know, get get the accolades for the work that you're doing, but you're not really creating anything. You're not you're not growing. You're just. You know, taking things back and forth. Yep. Okay. Um. Yep. Yeah. And then and then.

Jacquelyn Lane: On the upper left hand corner is what we call rising. So that's someone who's still in the Me column. They're very focused on me, my light shining bright. I want to receive the accolades, the salary, the authority, whatever it may be. Um, I want to be successful. But you've also to get to that point of rising. These are people who've often been elevated to positions of leadership. So they have figured out how to create real value in their organizations and in the marketplace in order to be recognized and to rise through the ranks. But again, still have that kind of me. I'm the center focus.

Scott Osman: Now, in fairness, it doesn't mean that lots of people don't benefit from it. To be sure, they're creating growth and the people around them are going to benefit from that growth. But the focus, I think, in the in the riser is still all about me. And that's a huge difference.

Whitney Johnson: Okay. All right. So now let's go to the quadrant up into the right quadrant. We all want to be in.

Scott Osman: The wannabe quadrant. Yeah. Um, you know the the the quadrant on the upper right is flourishing. Um, and and we came, we came to the idea of flourishing and and what it means, really, as much as anything else, as examining great leaders and what makes them great leaders. The great leaders aren't the great leaders who grow companies and, you know, stand on pedestals and, you know, get things thrown at them and praise and whatnot. The really great leaders tend to be a little quieter. And I think historically, that's why they've gone a little bit unseen, because the great leaders are the ones who let everybody else around them shine, right? I mean, certainly their light burns brightly, but it's not necessarily the brightest light, and it's certainly not the only one. And a flourishing leader recognizes that their role is to set the vision for whatever it is it's happening, and then support the people around them to do the work to the best of their ability. Um, and I think it's a it's such a beautiful thing. It's such amazing expansion. Um, and, you know, after you engage in it, even for a little while, you realize the limitations of the riser, you know, are just are just so great compared to the flusher.

Scott Osman: Right? The riser, you know, has to be about them. They're always going to be limited by their own capacity. And yet the person the flourishing leader is is limitless. Yeah, right. And they attract people who want to be a part of that limited, limitless space. And it's just spectacular. And it's and you know what? Sorry. One last thing. Um, the whole idea of flourishing includes, um, includes you. Right. The flourishing leader can't put themselves last. I mean, they certainly they certainly put everybody else in front. But, you know, there's a really quality there they care about not just the business and not just the employees, but the families of the employees and the customers and the family of the customers and the people who live in the towns that they affect. And I think more and more and hopefully I would say from now on, they also care about the the planet. Yeah.

Whitney Johnson: Yeah.

Scott Osman: Right. Because we can't flourish without a flourishing environment. Yeah.

Whitney Johnson: And what I think is beautiful is if I look at this two by two, you know, the coaching conversation that you had Scott about thinking more expansively, but then also it seems to me like the, the partnership and the way the two of you are working together is allowing both of you to move into that flourishing place. And I think that one of the things that we can know sometimes we look to so want to be in that quadrant, but I think also we can look at it as a marker of how are we working together if we're flourishing? Oh, it is in fact working. So you can look at it in both ways. Um. Absolutely. So good. Anything else you want to say on this? On this? Two by two.

Jacquelyn Lane: I would say, too, that we're taking a nod, really, from nature. You know, there have been some great documentaries that have come out that show how trees in forests are all interconnected at a root, so that a forest is not a single, that's not single trees making up an entire forest. It's actually a single organism, a whole organism where all of these different resources are being shared. There's communication back and forth, and that's that's really the vision that we have for a flourishing organization as well, that it's this idea that we are all in this together, that we actually do create and generate more together. There's something magical about the things that happen in between us all. So, you know, it's like normal math doesn't really apply. Flourishing math says that one plus one equals three. And that's really...

Scott Osman: One plus one is ten, you know.

Scott Osman: The other. The other thing I'd say is it's not a steady state, right. So we can be flourishing and still, you know, occasionally try to please people and occasionally we act like risers. But when you when you get into the state of flourishing, it feels so good. I love one of my favorite analogies is from the movie *The Right Stuff*. And Chuck Yeager is like breaking the sound barrier, and right before he breaks the sound barrier, like the whole airplane is shaking and it looks like it's going to fall apart. And then he breaks it and it's quiet and beautiful. And I feel like that's the same thing with flourishing. It's like, right before we get to release all of the control that we think we need to have, it feels like the ship is going to fall apart. How is this possibly going to be successful if I'm not telling everybody what to do? And then all of a sudden you stop and you realize you're floating higher than you ever floated before with less effort. And I mean, that's pretty awesome.

Whitney Johnson: That's a great metaphor. Love it. Um, have you heard from any readers of the book? No big name leadership thinkers, but I'll turn this to you, Jacqueline, have you heard from any everyday leaders? You know, people rank and file. We don't know their name, but they are striving to be great leaders. Have you heard from any of those people and what did they say?

Jacquelyn Lane: Oh my gosh. Yeah, there was such a great this is such a great story. We have the phone number on the website on the 100 coaches agency website actually does reach us. Yeah, it's a number that kind of rings everyone on the team and whoever's available picks it up. Just so happened I was between between meetings, and I had the chance to pick up the phone one day. And I remember this woman on the other end of the line. I didn't really introduced myself properly. I just said, hello, it's hundred coaches, you know, kind of like, you know, kind of basic. And she said, I've just finished reading this book, *Becoming Coachable*. It's really it's really stuck with me. I've already gifted five copies to people in my company. I just know that this is what we need and this is the approach my company needs I want. I'm just so curious, can you tell me more about the agency? And I was just I just laughed and I was like, oh, I'm so sorry I didn't introduce myself. I'm one of the coauthors of the book. And so we just had the most delightful conversation for over half an hour about how impactful a read it was, and just how refreshing to hear some of these perspectives and to know to feel seen and to hear that there is another in a better way, especially that part about flourishing, I think, really stands out to those leaders that are that that are, I think, very close to that in some ways and want that for their organizations and their teams. And so this, this just wonderful leader and I really connected and I'm delighted that that she is I mean, I feel like her organization is so lucky to have her.

Whitney Johnson: Yeah.

Scott Osman: I love the process of writing. The book is so interesting because, you know, we wrote the book because we felt it was the book we wanted to write and said the thing we had to say, I, I didn't really think about the other half of that equation until the book got out, which is you're you're really in a very real sense, in a dialog when you write a book, because there's the book you write, and then there's the book that people read, and the way they receive your writing in many ways is very unexpected. So on the one hand, you know, and our writing of this book was a little, a little odd in that we wrote parts one and two, and then we kind of sat back and we thought, this is good. And then and then we're like, something's missing. And then our question that we asked ourselves is, well, to what end? And that became part three to what end? And it started with a conversation which we immortalized in the book in chapter nine. And then it really became, we realized for ourselves that flourishing and the idea of flourishing is really the story we wanted to tell, that we felt it was important. For people to understand, like how coaching works and how to become coachable and the process of that. But really, to what end? Like, why do this?

Whitney Johnson: Yeah, why?

Scott Osman: Around flourishing. And one of the things that's been happening is people have been reaching out to us and talking about how they really connect with the idea of flourishing. And I think that, you know, we downplayed it a little bit in the early days of the book. We're like, yeah, yeah, you know, we understand. But the important part of the book is like, yeah, yeah.

Whitney Johnson: Framework positive psychology. Yeah, yeah, yeah.

Scott Osman: But but the book for many people I think, is giving them permission to do what they know is already right. Right is to lead as a flourishing leader and to live a flourishing life. I couldn't have hoped for that even that.

Whitney Johnson: Like we hear the word thrive, but even the word flourish. It's just so delicious, isn't it? The word flourish. It's just a fun word to say.

Scott Osman: Yeah, it really is.

Whitney Johnson: Yeah. All right, so last two questions. Jacqueline, what was useful for you in this conversation? It might be something that you said or that you heard, but it also might be something that you thought that you have not yet articulated.

Jacquelyn Lane: Well, I've just so enjoyed this conversation because it helps us bring the new life that's breathed into this book. You know, I'm reminded of some of the feedback that we've gotten from people about how this we've written this book really as a guide for people who are beginning the coaching partnership. But really, it's evolved and become something of its own, where some people are telling us the book is really like a coach for them. And I think that's such a beautiful idea that we're showing people that it's not just about shining your light to return to that metaphor, that it's really about, you know, of course we want our own light to shine bright. We don't want to dim that, but we also can use that light to light the And spark in so many other people, so that a single candle can light a thousand others without diminishing itself.

Whitney Johnson: Scott, what about you? What was useful for you?

Scott Osman: Um, you know, I, um, I'm going to go to the heart instead of the head on this one and say the feeling of this conversation was just so useful. I just feel so, um, energized and loved and expansive because of the nature of the conversation, being with the two of you who you know, I know and love so much. Um, it's just been a wow. I mean, what a great way to start a day. To start a day. Yeah. Um, and I think, you know, in its own way, as things continue to do. Talking. Talking about the ideas continues to inspire me to expand the idea and this journey that we're on, but quite frankly, we're all on. Right? I mean, certainly when I say we I'm talking about the whole 100 coaches community and the people that we affect. You know, when you think about what we're doing

with 100 coaches, the agency, the community and the lives and the people that ripple out from there, we're really we're in such a privileged place, you know, and hopefully we'll have the kind of impact that we aspire to.

Jacquelyn Lane: We've come such a long way. I think that was how we started. This conversation was a celebration of how far we've really come. And also we have so much further to go. Yeah, the process of becoming is never really complete. Right. And I love.

Whitney Johnson: What you just said, Jacqueline, about this lighting of the candle. Like this conversation can be the lighting of the candle and how many more candles will be lit as a consequence? Yeah. All right. Give it to you, Jacqueline. Any final thoughts then over to you, Scott, to have the the final, final thought.

Jacquelyn Lane: Oh, man. I just hope that again this conversation and some of the the discussion around becoming coachable or any of this just helps people have a little bit of hope and can see that there might be a better way. Um, and I would encourage people to maybe suspend their disbelief just for a moment. I know we all have lots of experiences and potentially traumas that kind of back up why we believe what we believe, and I would love for people to just see that glimmer and, and maybe just take that first step and see if it doesn't inspire change in their own life. Yeah.

Scott Osman: You know, I'll go back to kind of sort of where we started the story about my grandfather. But the story my grandfather is also, oddly enough, the story of where 100 coaches started. And Marshall. Right, because Marshall had this thought that he was going to teach 15 people everything he knew about coaching, had no idea where that was going to go. And, and, you know, and asked me and I didn't know anything about it either. And I thought, sure, let's let's do that. That sounds like fun. And who knew that that was going to blossom into this big thing that has the potential to have tremendous positive impact. And I think, you know, I think I but we can think about that in every, every choice we make and everything we do that we just don't know when we're going to do that thing that's going to have a big impact on the world. Yeah. And I think if we treat every choice we make with that in mind, we'll make good choices.

Whitney Johnson: So good. All right Jacqueline Scott, thank you for joining us. This was it did feel really good. So thank you for for bringing your wonderfulness to the conversation.

Scott Osman: Thank you Whitney.

Jacquelyn Lane: Thanks, Whitney. Such a joy to be here with you.

To wrap up, I want to tie together two points our guests made today. Scott mentioned Chuck Yeager, the Air Force pilot who broke the sound barrier in 1947. He talked about the plane shaking apart, nearly breaking down under the extreme physical forces. At the time, the sound barrier was thought of as this permanent wall where beyond it, the bolts would shake out and the wings would break off and the pilot would well die. But it's interesting to remember Chuck Yeager. He wasn't alone in this. Think of all the engineers that tinkered with the stabilizers for months. Think of the radio inside that cockpit. Think of Yeager's wife, Glennis, for whom the plane was named. Behind every disruptive moment, there's a team of individuals supporting each other, like self-reinforcing scaffolding. This is what Jacqueline was talking about with how a forest is really one organism trees growing, shedding leaves decomposing in the undergrowth which seeds the soil for the next tree. All those roots interconnected in a life that is more than the sum of its parts. Who really broke the sound barrier? Isn't it a lot more people than just Chuck Yeager? The more we see the forest is connected, instead of strong redwoods standing on their own, the more coachable we become. We realize that another tree isn't a threat, but just a reflection of ourselves. Becoming coachable is, in many ways seeing the coach for the mirror that they really are. For more on the impact of 100 coaches, Alan Mulally, former CEO of Ford, came up a couple of times. We spoke with him at [episode 334](#) on fostering the forest

as one organism reinforcing itself. There's my talk with Ted Brodtkin and Ashley Pallotta. [Episode 195](#). And of course, for more Marshall Goldsmith, there's [episode 267](#). Thank you again to Jacqueline and Scott, and thank you for listening. If you enjoyed today's show, hit subscribe so you don't miss a single episode.

Thank you to our producer, Alexander Tuerk, production assistant Ange Harris and production coordinator, Nicole Pellegrino.

I'm Whitney Johnson.

And this has been Disrupt Yourself.