

Dear Tom,

This is Steve (pseudonym to remain anonymous), your faithful translator for "*The Heart of Coaching*" workshop which took place in South Korea. Do you remember me? How have you been? Are you still traveling a lot, propagating the spirit of Transformational Coaching? For me, I have completed the terms of South Korean military service and came back to the University of XYZ. I am graduating in this coming June with BA in Economics.

I am writing to you especially because - I would have loved to keep in touch otherwise, too, but - I believe I have lived your principle of "appreciative feedback." In September, I became the captain of my intramural soccer team. I observed what the previous captain was doing, and while he was very knowledgeable about soccer and very good at pinpointing what the team's problem was, the way he phrased his advices to the teammates were full of negativity. He would say things such as "you are not passing very often," "don't be dribbling, just shoot," and "why are you not working hard there?"

I observed that his negative remarks in effect brought down the team's morale, because negativity acts to reduce confidence, makes an individual player defensive, and prevents him from doing the best he can; consequently, we were not producing the outcomes that the individual soccer skills of the teammates deserved. When I assumed the captain's role, I tried your "appreciative feedback." Instead of saying, again, "you are not passing very often," "don't be dribbling, just shoot," and "why are you not working hard there?", I would say "I appreciate that you have a very good foot skills, but I would appreciate it even more if you passed more promptly, shot immediately, and marked your man more closely."

First it restored the confidence of my teammates, as I started by assuring that they are doing well: I could see them playing more creatively than before. Secondly, it had my teammates actually consider my diagnosis of the team's problem - which was really the previous captain's diagnosis and which was right, but this time more willingly. Finally, not any more a defensive and incoherent bunch, we finally won the intramural soccer league, which is what our individual soccer skills deserved.

I did not quite transform a company or a huge organization, but I felt like my captaincy truly embodied "*The Heart of Coaching's*" spirit of, at least, "appreciative feedback" and was very happy to utilize my work experience for good in real life. (Plus, in my school winning an intramural league is a big deal, because of all the prizes). I am writing to thank you for teaching me what could be one of the skills most needed in my life, as I would be - I hope to be - responsible for transforming my projects, my work unit, and/or my company in the future.

Keep in touch. I might be in San Diego this coming spring so, if that happens, I would love to see you then.

Sincerely, Steve