



Intrinsic Coach™

Interview

“Intrinsic Coaching™ could
have a truly amazing impact on
homeland security.

Even in high risk environments,

Intrinsic Coaching™ breaks
down barriers so people can
work together collegially.”

-Susan B. Spofford, MS, CHES,

PCPP, CHS-III



Susan B. Spofford, MS, CHES, PCPP, CHS-III, Intrinsic Coach™, President, Research & Technical Solutions, Inc., Falls Church, VA

has 19 years of cumulative research, instructional, and contract management experience in the public and private sectors. In 1993, Susan began bridging her public health interest with private security and law enforcement industry by working as a Virginia Private Investigator and Personal Protection Specialist, teaching for Virginia Department of Criminal Justice Services Private Security and Law Enforcement Initiatives, National Rifle Association Law Enforcement & Civilian Programs and various Federal Intelligence Agencies. This afforded Susan the opportunity to do investigative and academic research, publish in peer-

reviewed journals, present at professional conferences, and expand instructional/team leader skills in the areas of surveillance/counter surveillance and intelligence/counter intelligence gathering as part of ongoing governmental contracts and homeland security needs. Susan holds multiple degrees from Virginia Polytechnic Institute and Virginia State University located in Blacksburg, Virginia – a BS in Sociology with cognates in Deviant Behavior and Small Group Dynamics, an MA in Community Health Education with a concentration in Intervention Strategies and Programmatic Evaluation, and is a Ph.D. Candidate in Research Methods, Theory & Evaluation with cognates in Adult Learning and Qualitative Research Methods.

Jodi Sivon, M.Ed.

M.Ed. in Community Health, BA in Exercise Physiology, CHES, and certified by ACSM, ACE, and through the Cooper Institute, is an Intrinsic Coach™ Mentor for Totally Coached, Inc. and Manager of Health & Wellness for Cuyahoga Community College’s Metropolitan Campus. As Intrinsic Coach™ Mentor, Ms. Sivon trains new coaches in the Intrinsic Coaching™ methodology. As Manager of H&W for Cuyahoga Community College, Ms. Sivon manages the campus H&W Center, designs, promotes, and implements all campus wellness programs, and serves as a resource and coach for healthy lifestyle choices for over 450 full-time employees and 6,000 students.



Q Thank you for talking with us, Susan! Please tell us a little about yourself and your work in private security and law enforcement.

A In 1986 I began working in the field of community health education, focusing on teen pregnancy and child abuse prevention. I stayed at the grassroots level until 1992 when I began working with a national perspective as a civilian contractor for the Department of Health and Human Services, eventually working directly for DHHS via an Executive Appointment, developing databases to assist in the evaluation of medical effectiveness research that they had been funding. It was during this time (around 1993-1994) that I started my transition into the private security field. I have always been interested in data gathering, numbers, patterns and stories within the data. I saw a really neat opportunity within the private security realm to do this as well, while at the same time

potentially positively affecting the community. I was able to bridge my two loves – the love of information/data gathering and the joy of giving back to the community-- so bridging community health and private security was the perfect match for me. For me, part of the health of a community includes the safety and security of those who work and reside in it.

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In 1996, I turned my focus toward private investigation and teaching for Department of Criminal Justice Private Security Schools. As my experience grew within the private security realm, I was asked to become a part of a contact team in support of federal intelligence programs. This was prior to September 11th, 2001 and the development of homeland security. After

the terrorist attacks of 9-11, our world as we know it changed forever. Those of us in the private security and law enforcement industry knew that we would have to team together in order to keep our communities as safe as possible. So for me, it's a double edge sword. On the one hand I am so glad that I had the background that segued to where I am now, but on the other hand it's sad because we'll never, ever, be the same again as a nation, and as a world.

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At present, what I do now is threefold. I do program evaluation from a community-based perspective, and that's in any realm that affects the community and its health, whether it's crime, or gangs, or child abuse, or spousal abuse. The second thing I do is I teach private security courses within our tri-state area, which includes Virginia, DC, and Maryland. That encompasses the law enforcement as well as some federal entities in my second tier also, reason being is because they too are – they meaning law enforcement, federal, state, local, as well as private security – realizing that they need to work as a team and form 'task forces', to get the communities, local law enforcement, federal law enforcement, and private security, working together. So that's the second part of what I do. And then the third tier of my work is in support of the federal intelligence programs, working with contracts and professionals to help forward training, specific training that we need now that September 11th happened and the development of homeland security, and in some cases helping agencies work better together. Within every profession/team there's a little bit of territoriality and who does what and it's really not healthy and not forward moving for those involved. So sometimes, no matter what I'm doing, whether I'm doing program evaluation, working from a private security community base, or whether I'm working at the federal level, 9 times out of 10, I've got to start at square one and say, "OK. People first and agency representation second," just to break down the barriers so they can actually speak and hear one another.

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Q So the common thread when you are working with community health, teaching private security courses, or supporting federal intelligence programs is the people. I heard you say 'It's all about putting people first.'

A No matter what professional realm I'm working with, the common thread is putting people first, the gathering of information second and the corporate/agency representation third. I've always viewed myself as more of a catalyst as opposed to an instructor who knows everything. Where some teachers need that delineation and title, I am personally more comfortable being called by my first name in the classroom. When working with adult learners, diverse backgrounds, and/or forced teams, there are enough hurdles to handle in the classroom then to add distance by setting your self a part from the rest especially when one of the goals to get people working together in a potentially stressful environment. I've worked really hard, even prior to learning the Intrinsic Coaching™ methodology, on breaking down those barriers between teacher and student. It's the love of teaching, the imparting of knowledge, gaining knowledge from those that I'm leading, and moving groups, as well as individuals forward. So in essence, people are really my common thread throughout my professional career whether it is community health, security, or instruction.

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Q How does Intrinsic Coaching™ support your common thread of putting the person first?

A The Intrinsic Coaching™ methodology, and the science behind it, supports and gives validity to the feelings and approaches that I've been trying to employ, and now I can use these techniques in a more systematic, professional manner. Since the methodology is based on science it is replicable and testable in the field.

Q At what point in your career did you learn Intrinsic Coaching™?

A It was in the last year, so very recently. I found out about Intrinsic Coaching™ through my health education credential – the Certified Health Education Specialist. I participated in the one-hour, ‘Introduction to Intrinsic Coaching™.’ This workshop notice really caught my attention as an educator, as well as a person. Reading it on paper looked very interesting, but one hour exposure grasped my senses. Shortly after that, I signed up for the Intrinsic Coach™ Development Series. This class was really a great advocate for me and the people I am working with as well.

Q Can you talk a little bit more about what it was about Intrinsic Coaching™ that grasped you?

A Well, there are so many things that come to mind. I can’t really point my finger to one thing because it was more of a feeling I got during that one hour workshop. One of the biggest things that stand out for me is that we need to remember that we are only the catalyst for others to bring their best thinking forward. So Intrinsic Coaching™ helps to remind me that we, as professionals, instructors or coaches, are catalysts, and people really do have answers to what they are pondering. Our role is to assist others to realize their own answers to unanswered questions; we are enabling them to figure it out on their own. Another thing that I always love pointing out to my clients is that it’s all about putting people first. Information, facts and labels are second. I have to credit my father; too, because from the time I was little, he always reminded me that people are first. He stressed that regardless of where a person came from, what they do, or age, all should be treated with respect and dignity. My father was a strong believer we can learn something from every one regardless of their age or stage in life. Having a coaching methodology that supports the way I was raised, and it having a scientific base, is wonderful.

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Q That concept of people first and information second is foreign to some when it comes to being practical at work. How do you stay persistent in putting that person first, or stay persistent in intrinsic thinking, with somebody who does not understand that concept very well?

A Well, it varies depending on how long I have with that person’s attention. Sometimes a session is just thirty minutes; I also have people for sixty hours of class time. When I only have thirty minutes to an hour with an individual I try to state that concept twice. The first time they don’t really hear it, or they just sort of put it in the back of their mind or quickly assume they already know what it means. But when I say it again, they start to think. I know that they may have not believed or understood the concept the first time they heard it, but when I ask questions relating to that topic, everything starts to click. So when I say it through questions I don’t raise defensiveness, and people react to it better. It lets them know that I don’t think they are just subjects and that I do view them as capable, creative and complete, having a lot to offer. I always get calls back after sessions from students or clients telling me that they really understand the importance of putting people first, information second, and the benefits they are receiving because they do so.

Q How do you integrate Intrinsic Coaching™ into your profession of private security and law enforcement?

A I personally try to approach each day with increased attention to the intrinsic. So the first exposure to the Intrinsic Coaching™ methodology is by example. In the classroom I have started to integrate Intrinsic Coaching™ in the form of questions posed to the class, generally at the beginning of discussions regarding questioning and communication. Within the private security and law enforcement, federal, state, and local fields, a systematic way to interview one or more people in a non-threatening way is priceless. Integrating Intrinsic Coaching™ helps to reinforce the difference between interrogation and interviewing. Typically fear and intimidation occur with formal questioning whether intended or not. So those in private- and public- safety fields need to work harder to overcome the white coat syndrome that tends to occur when interviewing people in the community. In the aftermath of 9-11 it became apparent that National security also needed to include communities. If one builds bonds within the community, and really treat people as people they become allies, teamwork brings out far more credible and timely information. A form of trust and reciprocal respect has been proactively established.

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During the longer periods of classroom time, I am able to expose the students to questioning and conflict management practical exercises in a controlled environment. They then go out, practice, and report back on the difference the Intrinsic Coaching™ approach makes with their interactions with people. They also have to try the exercise again three days later to see if they can get even more information from people—see progress in their skill base. By doing this they are getting hands-on experience and they can see how the implementation of putting people first actually works.

Being an instructor and principal of a private security training school and business, I am happy to say that I have not yet lost a student or client. Some students/clients have been with me for about ten years now. When students come back for in-services they are excited to know that I am able to put a scientific methodology to what they have been taught in the past and refined in the present. Intrinsic Coaching™ is actually a scientific base people can understand.

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My students have been very open to the Intrinsic Coaching™ approach. It is really neat when you see people come back and they have adopted this approach themselves. When the people I have trained get hired by a company, the supervisors can see a difference in their training by virtue of their communication style. What is interesting is that I now get calls to do in-house training on customer service for their private security people, sometimes from private investigators and personal protection specialists. The most recent success story I had was from this, from a federal agency that had law enforcement, private security, as well as in house staff that had to work within the community and with each other. They were able to break down barriers, and really start to view each other as capable, creative and complete and, from there, work like a team.

Q What do you think makes your training program so different from others?

A What makes the programs that I work with different is that I integrate what I learned as an Intrinsic Coach™ into each class. When people start working as a team and putting people first, it breaks down the biases that really impact how we view and approach things. If individuals can understand how they view and approach things, then they are better

able to assimilate into groups and form alliances. As an effective team they can really move the common good forward. And I am not talking in specific to any one field but am speaking more towards general patterns I've seen from all three areas that I work in.

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Q Let's talk a little bit more about the work that you are doing. What role do you see Intrinsic Coaching™ playing in private security, law enforcement and intelligence?

A Oh my heavens! Intrinsic Coaching™ would have a quite a positive impact from an individual agent or intelligence gatherer perspective, and also from the management from the top down. As with development of a new agency, such as homeland security, or on the private side a corporate merger, internal barriers and distrust can be problematic to the common goal. Having information means you have the power and knowledge. Sharing that information and trusting those to reciprocate can be unnerving for many. Some view that if we share this information, then we are no longer as important, and may lose funding.

Unfortunately, I believe it's going to be hard to get the Intrinsic Coaching™ methodology noticed at the top levels of government right off the bat. In this case, I think it's going to have to come from the bottom up. There is power in numbers—numbers meaning success in the field and within teams. I suggest working with programs that already are in place that do teach intelligence and counter intelligence or support intelligence, if we begin integrating the Intrinsic Coaching™ methodology it could start being heard.

Besides homeland security, any organization, governmental or community based, if the Intrinsic Coaching™ methodology were truly embraced from the top down, the organization or agency would be so far propelled forward towards their goals. There would be such a major success.

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Q When one has fear or distrust of another, as you mentioned, it holds them back and keeps people from working together as a team when so much more could be accomplished. What impact do you see Intrinsic Coaching™ having on homeland security and military intelligence gathering efforts?

A Intrinsic Coaching™ could have a truly amazing impact on homeland security and military intelligence gathering efforts. In an ideal world, if the Intrinsic Coaching™ methodology was truly adopted we would have open sharing of information within our own country's intelligence gathering components. Once someone has made the paradigm shift and internalized the intrinsic, they will naturally lead by example for those they may be working with. All we need is to have team members adopt at least one part of the Intrinsic Coaching™ methodology, whether it is viewing people as people first and information-bearers second, or goals vs. strategies, or holding people as capable, creative and complete. This would assist in the reduction of fear in intelligence sharing, because power is knowledge and when one has given that information out the perception is that they have lost power.

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Just think of what we, nationally and internationally, can do by working in high functioning diverse teams at the international level! Terrorists thrive on instilling fear in others and keeping our intelligence gathering efforts fragmented. We could ultimately minimize the potential effects and perceived power of terrorists with a forward moving, intrinsically based, team approach. It's definitely something interesting to think about.

Q Let's go back to your work in private security and law enforcement and the officers that you train. What impact do you see Intrinsic Coaching™ playing in that profession?

A The impact that I have seen most recently was within a small community here in the Commonwealth of Virginia. The training started out being about customer service and identifying who the customers were, and those of us who work in health education know that the customers are really the community. The training ended up including private security officers, law enforcement officers, government contractors, and private citizens who were there on the premises. This was a more high-risk environment within the community, high risk meaning high risk with regard to potential terrorist activity. In a high risk environment, we had to break down perceptions and barriers so that people could work collegially. The Intrinsic Coaching™ methodology did exactly that.

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Q I am hearing a common theme throughout this conversation—the importance of teamwork and the importance of putting people first and information second.

A Within private security, Intrinsic Coaching™ is used more within a group domain to break barriers and increase trust; Intrinsic Coaching™ makes team members see people as people. And a lot of times we also do one on one coaching, for example, to deal with unanswered questions, biases, perceptions, and goals. Intrinsic Coaching™ really does help people achieve goals in group environments and creates a team atmosphere.

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Q What is most rewarding about being an Intrinsic Coach™?

A What is most rewarding for me is to see the changes in intrinsic thinking in those around me as well as feeling and seeing my own changes. I learn so much about myself through Intrinsic Coaching™ while also being a catalyst for others best thinking.

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Q That is very exciting to see those changes in yourself and others and knowing that there is a shift in thinking happening. Intrinsic Coaching™ can spread from person to person and eventually it can affect an entire culture.

A When you talk about affecting cultures, another area I can see the Intrinsic Coaching™ methodology expanding in would be in community based programs. Communities would really benefit from this, whether it's for national security, child abuse, drugs, or even gang interventions. Everyone could reach their goals a lot sooner if they knew how to think more intrinsically.

Any community can benefit from Intrinsic Coaching™, and when I define community it encompasses many things. Community can be our family; community can be our church, grocery store or Starbucks. A community can be even simply wherever there are a lot of regulars, where there are relationships involved. Intrinsic Coaching™ can be used in every aspect of life.

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Q In every community and every group, everybody is different and unique. To get things done together, we have to take that into consideration and work with each person however he or she needs to be worked with.

A And if we continue to view them as capable, creative and complete we will find the appropriate means to enable them to achieve to their goals.

Q How has Intrinsic Coaching™ expanded your vision for what is possible for people in general, and also in private security and law enforcement?

A Intrinsic Coaching™ has expanded my vision about what is possible for people and communities. When there is a sound methodology, success is only right around the corner. If a person stays true to the Intrinsic Coaching™ methodology and true to themselves as a coach, anything is possible. And I think that is true for private security and law enforcement as well. Leading by example is a

powerful tool and should not be overlooked. In just this last year I have already seen great changes within the security field here in the Commonwealth of Virginia. Intrinsic Coaching™ will definitely make a huge impact within every community; Intrinsic Coaching™ can have a huge impact on the health of our nation.

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Q What do you want for people?

A What I want for people is the ability to identify and find answers to their unanswered questions and through that process gain internal peace and happiness.

Q Unanswered questions speak to the fears you mentioned earlier and can possibly help break down those fears.

A I think unanswered questions really feed the biases of fear. So people are fearful but they do not know what they are fearful of or what they would see if they took a closer look at the unanswered questions that produce this fear.

Q So if they can answer those unanswered questions they can have internal peace within themselves. What happens to that fear

A Good question. Finding answers to unanswered questions minimizes fear. Fear is a limiting and debilitating state to be in. It takes a toll on our personal health. Another thing that is interesting is that criminals target victims they sense fear in. So if one has more internal confidence within their self, they will less likely be a target for crime. Fear comes out in body language, in sentence phraseology and in eye contact or lack of it.

Q So another benefit of Intrinsic Coaching™ is the impact it has on our own personal safety.

Susan, thank you for telling us how Intrinsic Coaching™ impacts law enforcement and security. Our hope is this will help readers gain the benefits of putting people first and help law enforcement officials gain the benefits of putting people first and information second.

“For private security and law enforcement, a system that enables interviewing in a non-threatening way is priceless. Intrinsic Coaching™ helps to differentiate between strategies for interrogating and strategies for interviewing so one or the other can more effectively and clearly be chosen. Whether intended or not, it’s typical for fear and intimidation to occur with formal questioning. Then, those in safety fields need to work harder to overcome it. Having a way around this obstacle became even more important in the aftermath of 9-11 when it became apparent that national security also needs to include communities. With Intrinsic Coaching™, security and law enforcement can interact with people in a way that builds bonds within the community while doing the work they have to do. Through the reciprocal respect that is proactively established with Intrinsic Coaching™, people become allies and the teamwork brings forward information that is far more credible and timely. It’s yet another one of the paradoxes of Intrinsic Coaching™; you get more and better information when you make it second in importance and intrinsic matters – people matters – first.”

- Susan Spofford, MS, CHES, PCPP, CHS-III

Who is Totally Coached, Inc.?

Totally Coached, Inc. is a Scottsdale, AZ based company that founded the proprietary and uniquely effective Intrinsic Coaching™ methodology. Reaching internationally, the Intrinsic Coaching™ methodology enables “Thinking better. Together.™” for benefits that extend across the workplace and beyond the organization’s walls to create healthier lives, healthier organizations, and a healthier world.

To be an Intrinsic Coach™ like Susan Spofford or bring Intrinsic Coach™ Development to your organization, contact 480-515-5220 or totallycoached@totallycoached.com.

Make a better life.
Live a better world.™