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David is an experienced advisor to forward-thinking leaders and organisations who want to shift their culture and change the way they do business. He brings a deep expertise in both human and organisation development and the wisdom of twenty years of experience to help his clients achieve results that stick. He uses narrative action labs and coaching strategies to enable clients to address their critical issues and grow the authentic leaders and teams they need to achieve their vision.

OVERVIEW

David is the founder and Executive Director of the Center for Narrative Coaching in San Francisco (www.narrativecoaching.com). The Center trains advanced courses for professionals and will soon launch an international journal, online community and laboratory for narrative-based professionals. David also consults internationally with organisations on the design and delivery of large-scale change initiatives. He has a particular passion for organisations seeking to become more inclusive and innovative in order to differentiate themselves and thrive in their markets.

He has worked with over fifty organisations, particularly in the areas of internal coaching capabilities and service delivery. Many clients have chose to work with David over an extended period of time in order to draw on his expertise to help them embed the changes in their systems and their ways of doing business. He has developed extensive resources on coaching skills in the workplace and taught over 5,000 leaders, managers and professionals in recent years. Clients appreciate his human touch, wise guidance, and systemic insights on how change really happens.

David has also develop and taught graduate-level courses for two business schools in the US as well as taught internationally on the role of narratives and coaching in creating more sustainable and successful organizations. He was editor for "The Philosophy and practice of coaching: Insights and Issues for a New Era" (Jossey-Bass, 2008). He is an active member of the international coaching research communities and serves on the Editorial Board for the *Journal of Evidence-Based Coaching and Mentoring* (UK), the *International Journal of Coaching in Organizations* (US), and *Coaching: An International Journal of Theory, Research and Practice* (US)—where is he also an Associate Editor.

David works with clients who want to:

- 1 Integrate their coaching and change initiatives in order to achieve better results
- 2 Reposition their human capital function to become better business partners
- 3 Design programs using a contextual, narrative approach to adult development and performance
- 4 Improve their internal and external conversations in order to learn and adapt more quickly
- 5 Get serious about creating inclusive and adaptive cultures, ie, reframing leadership to make room for a wider repertoire of strengths (which leads to better agility in meeting market needs)

Some distinctive approaches he has developed

- 1 Using strategic logic, pattern recognition and a systemic lens to guide emergent change
- 2 Making the invisible visible and the complex simple so people focus on what makes a difference
- 3 Creating safe places so people can talk more openly, listen more deeply, learn more quickly
- 4 Helping people use a whole-brain approach to leadership, decision-making and culture
- 5 Focusing on the role of liminality in the evolution of identity, learning and development

RECENT PROJECTS (sample)

- Designing and leading a multi-year project for PricewaterhouseCoopers Australia that includes work with all levels of the organisation to improve their people, processes and performance. Developed over 200 coaching champions who are leading dozens of experiments across the firm to embed coaching principles in the conversations and processes central to their teams. Their stories are shared across this network to take forward the better practices forward and they are incorporated into all of the firm's leadership development programs and. The work is also being used to enhance their client service behaviours in responding to a changing market.

RESULT: Numerous examples of increased staff engagement, process improvements and wins with clients due to shifting their approach to conversations and the successful integration of a deeper approach to coaching in all development and milestone programs.
- Provided consultation and training for Nike using a story-based approach to prepare 60 change leaders and peer coaches to be expert and facilitative resources for the roll out of a global IT initiative. In this process, they addressed some disconnects between the historical and desired organisational narratives, addressed some unrecognized contextual factors necessary for their success, and learned narrative coaching principles to enroll and equip tens of thousands of employees affected by the change. The work helped them reframe some of their approaches to the initiative and contributed to its success.

RESULT: Analysis of their unsatisfactory results from the pilot enabled them to redesign their approach to account for previously unseen factors and be successful in their global rollout.
- Worked with three government agencies to create coaching-based cultures and systems. Each of these multi-year projects involved designing and delivering internal coaching skill programs, developing resources to support their implementation, providing coaching and development for the organisation and project leaders, and using the Coaching Value Chain™ method to identify and improve the key steps in their service delivery process.

RESULT: A shift from the medical model to a consultative model in serving clients through the redesign of operational HR processes and the development of coaching skills across all levels – for which two programs earned federal recognition for their innovation and results.

CLIENTS (sample)

Business

BHP Billiton
Columbia Sportswear
eBay
George Weston Foods
Hewlett Packard
IBM
Intel
Kaiser Permanente
Liberty Federal Bank
Nike
Novus Services
PricewaterhouseCoopers

Government

Nevada State Collaboration Office
Northwest Power Planning Council
State Accident Insurance Fund
U.S. Dept. of Health and Human Services
U.S. Dept. of Labor
U.S. Dept. of Veteran Affairs

TESTIMONIALS (sample)

- David was an effective and cogent business partner; he provided us with just what I needed. He brought me out of the box thinking that really worked. He helped me to motivate more than 60 trainers and subject matter experts to effectively “tell their story” to help transform our organization. Witty, relevant and pertinent. David Drake’s work is valuable to any organization today. (Director of Training & Development, Nike)
- David’s work is very powerful. David was a very astute choice for working with us. There has been such a positive response to your philosophy, models and personal style; your visit has exceeded all expectations I had. I particularly mention the contribution you made to the development of the coaches as a team. (former Associate Dean and Director of Coaching, Melbourne Business School)
- In my experience, most coaches deal with the surface of life, focusing on arranging behaviors and tasks. David has a way of quickly getting to the deeper personal narrative that shapes how we perceive daily life. Once I understood the story I was living in, I had the power to change it. Behavioral changes that had been a challenge seem much less daunting now that they are tied to a deeper intention. (former marketing executive, Coca-Cola)
- David shows a real commitment to people and providing meaningful ways to help them cope with and lead change. His thoughtful, clear approach speaks to his deep knowledge of this complex subject. (OD Manager, US gas utility)

TEACHING

1997– 2006 Adjunct faculty

Oregon Health Sciences University / OGI Management Dept, MST program
“Introduction to Management”, “Building Effective Organizations”

Portland State University / School of Business Administration, MBA+ program
“Leadership Development & Assessment”

2000– Workshop leader and presenter (sample)

American Society for Training & Development
“Coaching Across Cultures”, “Coaching Skills for Senior Training Professionals”,

Australian Graduate School of Management / Accelerated Leadership Lab
Workshop on working with client and research narratives

Fielding Graduate University / School of Human and Organizational Development
“A Freirian Perspective on the Heroic Journey”, “The Doctorate as a Rite of Passage”

International Coach Federation (and other coaching organizations)
Speeches, workshops and research symposiums on narratives, evidence and the future of coaching for conferences in North America, Europe and Australia

Interest Group in Coaching Psychology: Australian Psychological Society
“What is narrative coaching? A dialogue on its use and implications”; “The Role of the Organisational Psychologist in Change Initiatives”

Melbourne Business School / Mt. Eliza Centre for Executive Education
Workshop on narrative coaching for their coaching team

Oregon Health & Sciences University / Center for Professional Development
“Coaching: Essential Skills for Developing People and Getting Results”

Oregon Health Sciences University Medical School and School of Nursing
Workshops on coaching within health care

Portland State University / Graduate School of Education
Graduate-level coaching intensives for managers; guest lectures on leadership, learning, and strategy

Sonoma State University / School of Psychology
Graduate workshop on effective coaching skills

University of Sydney / Psychology Department
Workshop on narrative coaching

PUBLICATIONS

- Corrie, S., Drake, D. B., & Lane, D. A. (2010). Creating stories for complex times. In S. Corrie & D. Lane (Eds.), *Constructing stories, telling tales: A guide to formulation in applied psychology*. (pp. 320-352). London: Karnac.
- Drake, D. B. (2001, January). Coaching vs. mentoring: What they are and why they matter in Head Start. *Region X Newsletter: U.S. Dept. of Health & Human Services*, 1-2.
- Drake, D. B. (2003). *How stories change: A narrative analysis of liminal experiences and transitions in identity*. Unpublished dissertation, Fielding Graduate Institute, Santa Barbara.
- Drake, D. B. (2004). *Creating third space: The use of narrative liminality in coaching*. In I. Stein, F. Campone & L. J. Page (Eds.), *Proceedings of the Second ICF Coaching Research Symposium* (pp. 50-59). Quebec City, Canada: International Coaching Federation.
- Drake, D. B. (2004). *Creating third space: The use of narrative liminality in research and practice*. Paper presented at the Narrative Matters Conference: Fredericton, NB.
- Drake, D. B. (2004). *Once upon a time: Depression as an expression of untold narratives*. Paper presented at the Narrative Matters Conference: Fredericton, NB.
- Drake, D. B. (2004). Stories and coaching. Unpublished Presentation: OMOD 325 (Coaching assessment/Intervention techniques). Fielding Graduate University.
- Drake, D. B. (2004). The art of coaching: A comprehensive guide to coaching skills for early childhood managers and professionals. Catalyst Communications, Inc.
- Drake, D. B. (2005). A framework for coaching constituencies and research. Unpublished strategic planning document. Catalyst Communications, Inc.
- Drake, D. B. (2005). *Becoming and being a Ph.D.: Narratives, identity, and rites of passage*. Paper presented at Fielding Graduate University.
- Drake, D. B. (2005). *Creating third spaces: The use of narrative liminality in organizational coaching*. Paper presented at the Western States Communication Association Convention.
- Drake, D. B. (2005). *Narrative coaching: A psychosocial method for working with clients' stories to support transformative results*. Paper presented at the Second Australia Conference on Evidence-Based Coaching.
- Drake, D. B. (2007). An integrated approach to coaching: The emerging story in a large professional services firm. *International Journal of Coaching in Organizations*, 5(3), 22-35.
- Drake, D. B. (2007). The art of thinking narratively: Implications for coaching psychology and practice. *Australian Psychologist*, 42(4), 283 – 294.
- Drake, D. B. (2008). Dynamisk evidens: En relational opfattelse af viden og ekspertise inden for coaching (Evidence in action: A relational view of knowledge and mastery in coaching). In K. Gørtz & A. Prehn (Eds.), *Coaching i perspektiv* (pp. 269-287). Copenhagen: Hans Reitzel Publishers.
- Drake, D. B. (2008). Finding our way home: Coaching's search for identity in a new era. *Coaching: An International Journal of Theory, Research and Practice*, 1(1), 15-26.

- Drake, D. B. (2008). Identity, liminality, and development through coaching: An intrapersonal view of intercultural sensitivity. In M. Moral & G. Abbott (Eds.), *International business coaching handbook: Successful practices in a changing global environment*. London: Routledge.
- Drake, D. B. (2008). Thrice upon a time: Narrative structure and psychology as a platform for coaching. In D. B. Drake, D. Brennan & K. Gørtz (Eds.), *The philosophy and practice of coaching: Insights and issues for a new era* (pp. 51-71). San Francisco: Jossey-Bass.
- Drake, D. B. (2008). The time to dance is now: Moving between the deeply personal and the profoundly global in coaching. *International Journal of Coaching in Organizations* (2), 34-49.
- Drake, D. B. (2009). Coaching and the freedom to learn: A conversation with Tim Gallwey and John Whitmore. *International Journal of Coaching in Organizations* (1), 38-53.
- Drake, D. B. (2009). Coaching is dead. Long live coaching! *International Journal of Coaching in Organizations* (1), 138-150.
- Drake, D. B. (2009). Evidence in action: A relational view of knowledge and mastery in coaching. *International Journal of Evidence Based Coaching and Mentoring*, 7(1), 1-12.
- Drake, D. B. (2009). Narrative coaching. In E. Cox, T. Bachkirova & D. Clutterbuck (Eds.), *The Sage handbook of coaching* (pp. 120-131). London: Sage.
- Drake, D. B. (2009). Using attachment theory in coaching leaders: The search for a coherent narrative. *International Coaching Psychology Review*, 4(1), 49-58.
- Drake, D. B. (2010). What story are you in?: Four elements of a narrative approach to formulation in coaching. In D. Lane & S. Corrie (Eds.), *Constructing stories, telling tales: A guide to formulation in applied psychology*. (pp. 239-258). London: Karnac.
- Drake, D. B., & Brennan, D. (2008). Grundlag for håb: Kritiske samtaler om coachingens fremtød (Grounds for hope: Critical conversations on the future of coaching). In K. Gørtz & A. Prehn (Eds.), *Coaching i perspektiv* (pp. 326-344). Copenhagen: Hans Reitzels Publishers.
- Drake, D. B., Brennan, D., & Gørtz, K. (Eds.). (2008). *The philosophy and practice of coaching: Issues and insights for a new era*. San Francisco: Jossey-Bass.
- Drake, D. B., & Lanahan, B. (2007). The story-driven organization. *Global Business and Organizational Excellence*, 36-46.
- Drake, D. B., & Stober, D. R. (2005). *The rise of the postprofessional: Lessons learned in thinking about coaching as an evidence-based practice*. Paper presented at the Australia Conference on Evidence-Based Coaching.
- Moore, M., Drake, D. B., Tschannen-Moran, B., Campone, F., & Kauffman, C. (2005). Relational flow: A theoretical model for the intuitive dance (I. C. Federation, Trans.). In F. Campone & J. Bennett (Eds.), *Coaching Research Symposium* (pp. 79-91). San Jose, CA: International Coach Federation.
- Stober, D. R., Wildflower, L., & Drake, D. B. (2006). Evidence-based practice: A potential approach for effective coaching. *International Journal of Evidence Based Coaching and Mentoring*, 4(1), 1-8.