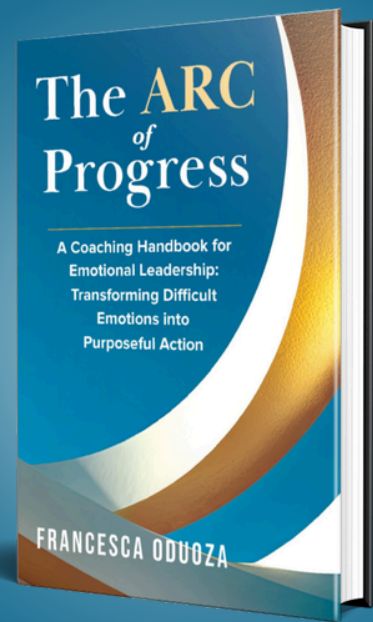




MEDIA KIT

FRANCESCA ODUOZA
FRANCAODUOZA@YAHOO.COM
FRANCESCAODUOZA.COM

FRANCESCA ODUOZA



AUTHOR | SPEAKER | COACH

Francesca Oduoza is a Certified Organizational Coach and an International Coaching Federation (ICF) Professional Certified Coach (PCC). She is the author of the leadership book *Breaking Free from the Paralysis of Inaction* and brings more than 20 years of leadership experience to her work.

She also holds a Harvard Law School certificate in mediation and conflict resolution, bringing a valuable conflict-coaching lens to her leadership and team-development programs.



Her coaching and facilitation address personal, relational, team, organizational, and strategic leadership, helping leaders strengthen self-awareness, emotional agility, resilience, communication, decision-making, conflict competence, accountability, and strategic execution.

Francesca lives in Vancouver, Canada, with her family. *The ARC of Progress* is her second book.

AUTHOR: FRANCESCA ODUOZA
GENRE: BUSINESS/EDUCATION
WEBSITE: FRANCESCAODUOZA.COM

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ABOUT THE BOOK

The ARC of Progress: Emotional Leadership for an AI-Driven World

In a world where AI can generate answers in seconds, the greatest advantage coaches and leaders have is no longer quick solutions — it is the ability to help people navigate difficult emotions and cultivate emotional leadership that inspires meaningful action.

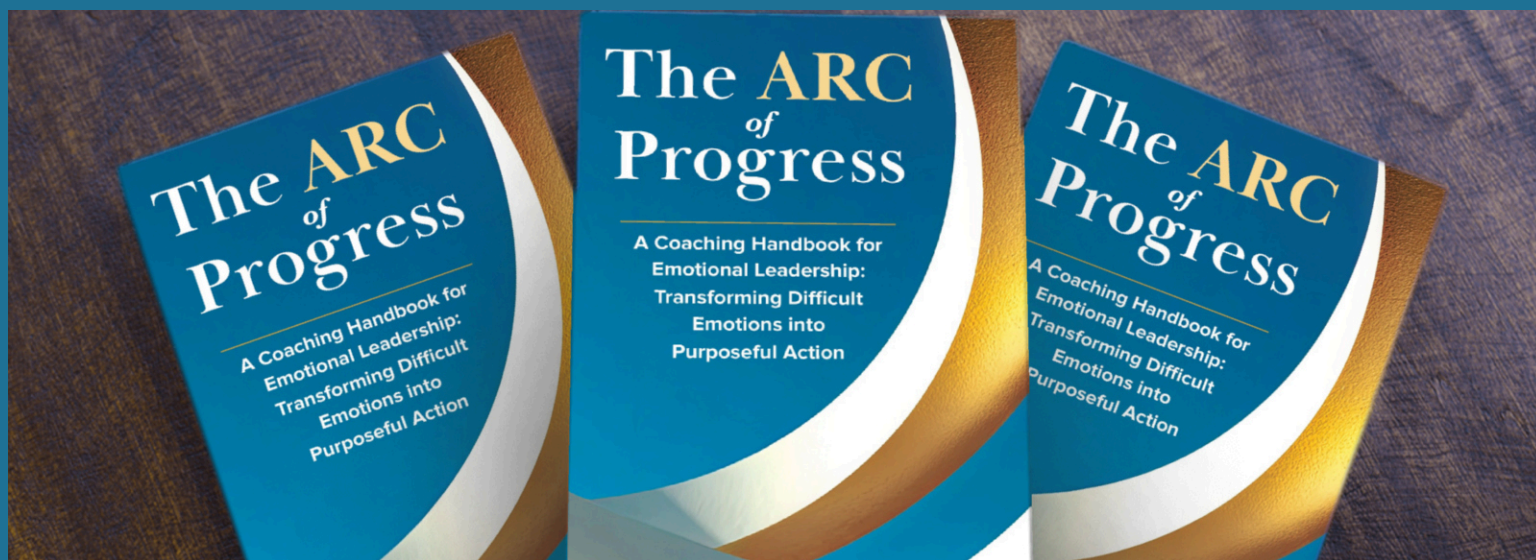
Yet most people have never been taught how to work with their emotions. Instead, they are encouraged to suppress, manage, or simply push through them. The *ARC of Progress* offers a different path.

In this practical coaching handbook, certified organizational leadership coach Francesca Oduoza introduces the ARC™ Framework: Acknowledge → Reflect → Convert. This transformational methodology equips coaches, leaders, and professionals to turn emotional experiences into meaningful insight, intentional decisions, and lasting positive impact.

With structured coaching domains, emotionally focused demonstrations, hundreds of powerful prompts and reflective questions, and practical facilitation tools for individuals, teams, and groups, this handbook helps you deepen coaching conversations, strengthen emotional resilience, respond wisely to emotional dynamics, and lead with greater empathy, clarity, and effectiveness.

Whether you are a leadership coach, people leader, HR professional, educator, mentor, or anyone committed to developing others, The ARC of Progress offers a practical framework for transforming emotional experiences into opportunities for growth, connection, and purposeful action.

Fresh, practical, and deeply relevant, this book shows why emotional leadership is not just a coaching skill — it is the distinctively human advantage leaders need in an increasingly AI-driven world.



AUTHOR Q&A

What inspired you to write *The ARC of Progress*, and how is the book different from traditional coaching approaches?

The *ARC of Progress* grew out of the work behind my first book, *Breaking Free from the Paralysis of Inaction*.

I initially set out to understand why capable professionals, entrepreneurs, and leaders can find themselves stuck at critical moments. They may have the knowledge, experience, resources, and good intentions, yet still hesitate over the decision that matters most, avoid a conversation they know needs to happen, delay a change their team or organization needs, or take actions that gradually move them away from their values, goals, and intentions.

As I explored what keeps people stuck, I began to realize that emotions are among the most powerful, yet often overlooked, influences on how we interpret situations, make decisions, communicate, navigate conflict, build relationships, and ultimately lead.

Emotions constantly shape who we are and how we engage with the world, yet in leadership and personal development, they are often treated as distractions, signs of weakness, or obstacles to be controlled or overcome before we can move forward.

But emotions are not simply barriers or distractions; they are signals. Much like a warning light on a car's dashboard, an emotion can alert us that something beneath the surface deserves our attention. It may point to an assumption, an unmet expectation, a value, a need, a perceived threat, or something else that matters to us. When we pause long enough to explore that signal, the emotion can become a doorway to greater understanding and purposeful action.

The challenge, however, is that many of us have been taught to suppress, control, manage, or simply push through difficult emotions rather than understand them. At other times, we can become consumed by the intensity of the moment and unconsciously react rather than respond thoughtfully. In both cases, we may miss what the emotional experience could teach us.

My experience as a professional coach reinforced this insight. Clients may enter a conversation talking about goals, performance, KPIs, relationships, or business challenges, but what appears on the surface is not always the whole story. Indecision may be connected to fear or anxiety. Burnout may be intertwined with overcommitment or a need for approval. What looks like disengagement or a performance problem may have an underlying emotional current.

AUTHOR Q&A CONTINUED

The thing is, many people do not have the language to name the emotions they are experiencing. Instead, we hear statements such as “I feel stuck,” “I’m just not motivated,” “The team’s communication is off,” or “Something isn’t right in my business.” Those statements are real, but they can also be doorways. When we become curious about what lies beneath them, we often discover insights that change how we understand the problem and what we choose to do next.

That was the gap I saw, and it led me to ask: What if we could respond to our emotions rather than react automatically? What might that look like if we paused to acknowledge and accept our emotions as they are, reflect on their deeper meaning and insights, and convert those insights into purposeful, productive action?

That sounds like meaningful progress to me. This reflection gave birth to the **ARC™ of Progress**, with ARC standing for **Acknowledge-Reflect-Convert**.

Once I had a solid scaffold for ARC, I began thinking about giving it a broader lens rather than leaving it as a one-paragraph framework inside a larger leadership book. I then developed a practical process to make its exploration more intentional and, importantly, more portable: something coaches could use with clients and individuals could keep applying between coaching conversations.

The book uses coaching demonstrations to make that process visible. Readers can observe how someone moves from acknowledging an emotional experience to reflecting on what it may be revealing and deciding how to convert that insight into purposeful action.

That is an important distinction in the book. ARC is not simply another coaching tool, a collection of coaching questions, or a general invitation to become more emotionally aware. It is a repeatable process for working with emotions in real time. It helps people move from emotional experience to understanding and from understanding to decisive action, so that emotions can be strategically leveraged toward productive outcomes.

Most importantly, ARC integrates most of the International Coaching Federation’s core competencies and ethical standards. This contributes to its distinctiveness as an approach that coaches the person in relation to the problem they are trying to solve, rather than merely addressing the problem without understanding the root causes or patterns that may have created or exacerbated it.

AUTHOR Q&A CONTINUED

In summary, I wrote *The ARC of Progress* because many of the challenges we encounter in leadership, relationships, teams, and life are not purely strategic or behavioural. There is often an emotional dimension operating beneath the surface. When we learn to recognize and work with that dimension constructively, emotional leadership becomes much more than a “soft skill.” It becomes a strategic unlock for greater self-mastery, better decisions, stronger relationships, and more effective leadership.

You introduce the ARC™ Framework: Acknowledge, Reflect, Convert. How is this framework different from simply talking about emotions in coaching, and how does it help people transform difficult emotions into insight, intentional decisions, and meaningful action?

The ARC framework does not replace emotional coaching inquiry; rather, it reinforces it through a structured and distinctive process. The ARC™ Framework creates a bridge between what someone feels, what they learn from that experience, and what they choose to do next. It moves beyond emotional awareness or expression toward purposeful action. Following the sequence shows how ARC differs from simply talking about emotions during coaching and how it helps people transform difficult emotions into intentional action. In sequence:

Acknowledge/Accept means recognizing and accepting what we are experiencing without immediately judging, suppressing, dismissing, or reacting to it. It is the deliberate act of pausing long enough to name what is present and create space between the emotional experience and our response.

Reflect, the second step in the ARC process, invites deeper curiosity. This stage moves beyond recognizing and accepting the emotional experience to exploring its meaning, triggers, patterns, and broader impact. The client is invited to examine the emotion more fully: What may have contributed to it? What beliefs, assumptions, expectations, values, needs, or past experiences might be influencing it? What message might it be carrying, and how is it affecting the way the client thinks, decides, relates, and responds?

Reflection also involves tracing the ripple effects of the emotional experience. The client considers how the emotion may be influencing their thoughts, internal narratives, leadership presence, relationships, decisions, behaviour, and well-being. This deeper exploration helps uncover connections that may not have been visible when the emotion was first experienced.

Convert—the last step turns awareness into action by creating space for clients to ask: What am I learning about myself in relation to this emotion? What deeper insights have emerged, and what do

AUTHOR Q&A CONTINUED

I want to do with them? What response aligns with my values, intentions, responsibilities, and desired outcome? The goal is not simply to feel better or eliminate the emotion, but to respond more intentionally.

The coaching demonstrations illustrate this progression in real conversations. They show how a coach can help someone explore an emotion, uncover the meanings or assumptions behind it, and make a conscious decision about next steps.

ARC adds a specific, portable process to coaching. A coach can use it to structure inquiry and deepen a client's agency, while the client can continue using it without a coach. ARC therefore becomes a powerful and progressive approach to enhancing emotional leadership at the most critical moments. It can serve as both a coaching framework and an ongoing self-coaching practice.

Many people are taught to suppress, manage, or push through difficult emotions. What can we gain when we learn to listen to our emotions instead, and how does this differ from the way emotions are often handled or managed?

We gain information.

An emotion is not necessarily an instruction, a fact, or an accurate interpretation of a situation, but it can reveal how we experience that situation. Fear may point to perceived risk or uncertainty. Frustration may highlight an unmet expectation or recurring obstacle. Anger may signal that something important feels violated. Discomfort may reveal tension between our circumstances and our values.

Coaching provides a valuable space to explore these experiences. ARC provides a clear, repeatable method that makes the exploration deliberate and transferable beyond the coaching relationship. It helps coaches and clients listen to emotions without treating them as commands, diagnoses, or problems that must be solved immediately.

This differs from approaches focused primarily on emotional management, which may emphasize reducing intensity, controlling expression, or returning to a more comfortable state. Those skills can be useful, but they do not necessarily reveal what an emotion may be communicating or what meaningful action should follow.

Suppressing an emotion might cause us to overlook its message. Reacting instinctively lets it control

AUTHOR Q&A CONTINUED

our actions. ARC provides an alternative: we can observe our emotions without blindly following them, build emotional agility, and enhance leadership effectiveness.

You have also described the handbook as adaptable to a wide range of leadership and personal growth scenarios. Can you tell us more about that adaptability and how readers can apply the framework in different situations?

Absolutely. The handbook's adaptability comes from the reality that emotions aren't confined to one part of our lives. They are present when a leader is making a difficult decision, giving feedback, managing conflict, navigating change, setting boundaries, responding to pressure, or supporting a team through stress and uncertainty. They are equally present in personal growth situations involving relationships, identity, confidence, habits, setbacks, well-being, family vision, or spiritual practice.

Because ARC begins with the emotional experience rather than a predetermined problem, it can be applied wherever emotions may be influencing how someone thinks, decides, relates, or responds. The situation may change, but the sequence remains relevant: acknowledge and accept what is present, reflect on what it means and how it is affecting the situation, and convert the resulting insight into an intentional response.

ARC can be used in one-to-one coaching, group coaching, emotional intelligence workshops, leadership-development programs, conflict coaching, and team-building settings. It can guide a conversation across several sessions, support longer-term development, or serve as a focused intervention at critical moments. Individuals can also use it as a self-coaching practice to reflect on their own experiences and choices.

Its adaptability does not make ARC a one-size-fits-all solution; it is, however, relative to a person's circumstances, language, culture, readiness, and emotional capacity. The framework remains consistent, but its application is personal, contextual, and humanly relative.

If readers take away one core idea from *The ARC of Progress*, what do you hope they will understand about themselves, their emotions, and their ability to lead or support others?

I hope readers understand that difficult emotions do not have to be the end of the conversation; they can be the beginning of deeper understanding and purposeful action.

We do not have to fear what we feel, nor must we allow every emotion to determine what happens next. We can acknowledge what is present, become curious about it, learn from it, and choose how we want to respond.

AUTHOR Q&A CONTINUED

That changes how we lead ourselves and support others. Instead of rushing to fix, advise, judge, or remove someone else's discomfort, we can create space for them to acknowledge what they are experiencing, explore what it may reveal, and choose how to respond.

Finally, every emotional experience follows one of two distinct paths: reaction or reflection. One keeps us stuck; the other helps us move forward.

The choice isn't whether to feel.

It's what you do with what you feel.

EARLY PRAISE

"The more we understand our emotions, the more we can learn from them, even use them, to move forward with purpose. That is the foundational concept in The ARC of Progress. The book is a thorough and useful guide for coaches and leaders to both develop their own emotional choice as well as a practical tool they may invite others to use to transform emotions that feel like blocks into insights and confident action."

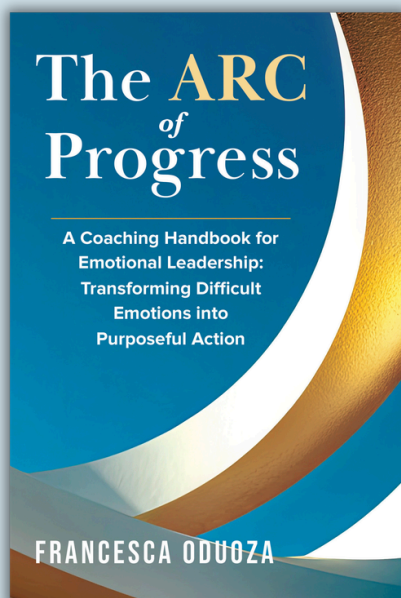
— **Marcia Reynolds, PsyD, MCC**

Author of *Coach the Person, Not the Problem* and *Breakthrough Coaching*

"In a world where many try to 'fix' emotions or suppress them, The ARC of Progress, as masterfully presented by Francesca Oduoza, teaches us to harness them, to see emotions not as obstacles but as guides. If your goal is to lead with empathy, coach with intention, or transform difficult emotions into meaningful progress, this handbook is a must-read. It is practical, insightful, and beautifully aligned with the realities of today's human and workplace challenges."

— **Emmanuel Michael, SPHRi**

Author | Award-Winning Global HR Leader



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