How to Coach Confidence in the 21st Century Leader
by Karen Keller

Positive Coaching
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Welcome to yet another exciting edition of the International Coaching News (iCN) online magazine! For our 14th edition, our theme is 21st Century Leadership. This edition is loaded with content on a variety of relevant topics on the issues that come with the latest trends of executive coaching, career evolution, and developing in executive existence.

This is the first time that iCN will release a 2 part special edition. Due to an overflowing article submission, we cannot let our readers/subscribers not read these brilliant articles. Thus, we came up with the two volumes.

For the 1st volume, ICN is proud to have collaborated with several renowned international columnists, expert coaches and best-selling authors to provide insights on 21st Century Leadership. In this edition look out for 'The Changing Demands of Leadership in the 21st century, Is Coaching Keeping up?' by Malcolm Nicholson from United Kingdom. In this article, Malcolm interviews notable business leaders to know their thoughts on the continuing changes of leadership. Another noteworthy article ‘The New Domain of Leadership’ by Floyd W. Carlson from USA, explains four traits that define a modern leader. ‘How to Coach Confidence in the 21st Century Leader’ by Karen Keller of USA, emphasizes that as a leadership coach, life coach, or consultant, you can help your clients build confidence and see increased influence and successful results. ‘Leading into the 4th Industrial Revolution: Thriving in the realities and challenges of the 21st century’ by Dr. Paddy Pampallis from South Africa, shares a map that can help us find our way by introducing a common language of a conceptual map that holds the multiple complexity of the lived experience of ‘all of us’! Each of our columnists, too numerous to mention, has taken some really interesting perspectives, and I would encourage a thorough read-through of this edition.

Just like all our other editions, this edition is not just an interesting read, but it provides you with helpful coaching tools, personal development ideas and professional development techniques to grow your business.

We appreciate your support and look forward to your feedback!

Leeann
Leeann C. Naidoo
Division Head, iCN Magazine

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OTHER LANGUAGE SECTION: SPANISH

A ti también te dijeron haz una carrera y sé una mujer de provecho?
Patricia López
Being visible in business can be challenging. You might know it’s something you need to do, but knowing and doing can be two different ball games. I work with a lot of coaches and very often the fear of being visible can kick into place and stop them from showing up.

Let’s take Sally for example. She’s got her own coaching business, but she’s not attracting as many paying clients as she’d hoped for. It’s all become a bit deflating and she isn’t sure where the next client is coming from. She keeps reading about people that are doing amazing things with their coaching and has tried what they’re doing but can’t seem to find that secret to growing her business.

Sally knows she’s really good at what she does, the coaching, but marketing her business is really scary. She thought it would be a case of opening up her business and the clients would come running. She knows she needs to do more to promote her business but fear starts showing up and she ends up feeling overwhelmed and procrastinates any time she can.

What if she puts something out there and it’s not good enough? What if she doesn’t have the technical know-how to pull it all off? She knows that if she doesn’t do something she will end up going back into the 9-5 world, and her coaching dreams will be on the back burner again.

The thing is there are lots of other coaches out there running successful businesses so Sally wonders what needs to happen for her to get her business noticed.

The trouble with all of this fear, procrastination and overwhelm is that it stops you from being visible. If you don’t shout out about your business, who will?

This is where podcasting is an amazing tool for your business. It’s a way to build connections with people - that know, like and trust factor that everyone talks about. Connection with people is vital; especially where the whole driving force of what you do as a service-based solopreneur is about working with people.

Let me share with you just some of the amazing benefits of running your own podcast show…

- Your list size will grow and continue to grow on a daily basis
- You will attract more paying clients as they begin to know more about what you do, and build that rapport with you through listening to your show
- It helps to establish you as the go-to-expert in your specific chosen area of coaching
- It’s something great to talk about when you’re out networking, as it’s a free offering
- You can use it to repurpose content, for example as a post on your blog
- You can record interviews with guests, which adds even more value to your ideal clients
- It helps to build a better connection with your audience, and can be quicker than other routes
- People can listen to you on the go (we live in a busy digital world) Not everyone has the time to read blog posts

This all sounds great, doesn’t it? But where do you start? Well that’s where we come in. I’ve pulled together some online training for you that is going to take you step by step through the process.

The difference with this programme is that as I work with a lot of coaches, I know the kind of challenges you face in your business, some of the techie challenges that come up for you (you’re great at coaching but the thought of setting up a podcast show of your own fills you with dread). We’ll work together on that, what content to share and then how to actually get your podcast marketed so you have more than just your mum or best friend listening in!

Let me help you. We’ve made it easy for you. We have 3 different levels of programme, 1st, 2nd & 3rd modules.

Let’s build your business by being visible, connecting with your audience so that you attract your ideal clients, so you create a business you’re in love with!
The Changing Demands of Leadership in the 21st century. Is Coaching Keeping up?

Malcolm Nicholson
– iCN Journalist (United Kingdom)

Speaking to leaders I’ve been hearing how different everything feels to even a decade ago. How does a 21st business leader navigate their business through such waters?

Overall, my sense is that leaders are having to deal with the paradox of setting a direction whilst reacting to events and making up a lot as they go along, such is the speed of change. In other words what worked yesterday isn’t fitting the bill today. A leader said:

“It’s a constant paradox: you’ve got to be transparent and show empathy. But also show clarity and direction. You have to be inclusive, but then implement ruthlessly. It’s very rarely you will get all this in one person!”

Let’s hear the thoughts of a couple of notable business leaders.

Ruby McGregor-Smith is the first Asian, female CEO of a FTSE 250 company and has been honoured with numerous awards, including a peerage. Ruby is CEO of Mitie, with revenues of £2 billion and around 70,000 employees. Ruby began by saying “There are some aspects of leadership that I am particularly passionate about:

“Dealing with change and being brave. We are seeing now that change is a constant, and we have to embrace it. The UK has had its biggest recession since the depression. It has been a very difficult time for everyone, including leaders, who need to keep resilient and lead change whilst tackling poor performance. This environment requires some VERY tough decisions, but you just need to get on and do it.”

“People. I am genuinely passionate about providing the right environment for our people to flourish by providing opportunities to grow and succeed in their careers. Our ‘product’ is people – it’s all we have – and motivating them is critical, especially in some very challenging environments.

“I’m also really passionate about culture and values. I think this is more important than ever, particularly in large peoples’ businesses. We must not tolerate bad behaviour or ever compromise on values. Engagement and communication is so important – people want to work for fun, approachable people.”

“Innovation. We operate in a highly competitive industry and we have to innovate constantly in order to stay ahead and succeed. All of our clients are under constant pressure and we need to continually respond to that, to find better and more efficient ways of working.”

“However, you can’t innovate if you don’t take risks and make decisions. You won’t always get it right, but it’s important to learn from mistakes. We also embrace technology and social media to find out what people think and to encourage that innovation.”

“Positivity and belief. When we set our targets, we don’t put a limit on how far we can grow. This is important for the organisation, but also for the people’s own ambitions and careers. The sky really is the limit.”

“Diversity. I’m naturally passionate about diversity in the broadest sense as having a talented and diverse workforce is critical to our success. We all need to push the boundaries and seriously need more female executives in the UK, the numbers are too low and it needs to change. The ethnic mix is even worse. It’s really is time for more change and I encourage people to take risks on people, or it won’t happen.”

“To maintain a strong pipeline of talent, we must remain flexible to people’s needs and support people through having children and other big changes in their careers.”

At Mitie we have a dedicated diversity board and an equality, diversity and inclusion policy to tackle and raise awareness of diversity related issues, having introduced initiatives to improve our culture for women and I’m delighted to say we have been a Times Top 50 Employer for Women for the last four years running.”

“For another in depth perspective, I spoke to Toby Peyton-Jones, HR Director at Siemens UK & North West Europe. “We are currently enabling an ‘Ownership Culture’ within the business. Historically, Siemens has been a complex, process orientated organisation that invents, designs and builds amazing engineering technology. However, for an exponentially accelerating world we have to be more fleet of foot, to drive ownership down the business and get people constantly asking “How would I act if this were my business?”

“We are looking for people to have the will (empowered to do the work themselves) the skills (the ability to do the job) and the tools (to be slick at doing the job). We have spent a lot of time working with the senior leaders in this culture. As you would expect, it’s the messy bits not the procedural/linear things that will make the most difference. There is a real need for the TOP of the organisation to live the new culture, to make sure that it creates a safe environment for people to take ownership and experiment. If people do not feel secure they will continue as normal and also become organisational guerrillas. This can be a big ask for people with linear logical brains and training.”

“Coaching needs to help leaders make this shift. To enable them to see new ways of working, to ‘lead’ not ‘manage’ (which is about power, money & status) and to handle multiple perspectives and issues. And often, to ‘let go’.”

For more detailed information, please visit the Siemens website or contact Toby Peyton-Jones, HR Director at Siemens UK & North West Europe.”

Malcolm Nicholson
– iCN Journalist (United Kingdom)
So, we are living in exponential times with business leaders facing new challenges more rapidly than ever before. How is leadership coaching responding?

I spoke to Andy Shenstone, Director of Consultancy and Business Development at the Leadership Foundation for Higher Education.

“The unpredictability of the future for higher education has never been so great which makes the need for high quality leadership, governance and management development even more relevant and needed. More widely the Leadership Foundation is committed to a wide range of interventions improving diversity amongst women and black and minority ethnic employees - where frankly there remains much for the sector still to do.”

“Higher education leaders are required to work within a Distributed Leadership Model, to effect interdisciplinary collaboration. Consequently the needs to develop their interpersonal / professional networks and to leverage key stakeholders and colleagues has become paramount in order to effectively drive forward change, projects and cross disciplinary benefits.”

“Given this complex context, it is perhaps no surprise that Coaching is very much ‘alive and kicking’. We frequently work with both academic and professional services staff at key stages in their careers and Coaching in this context is usually focused upon supporting individuals to develop as senior leaders. As a result, it typically has a focus upon action, and establishes an expectation of movement and change; and of doing or thinking differently. We are frequently seeing the need to develop ‘T-shaped thinkers’, with deep mastery in a field, but also with skills of collaboration to work with others outside their discipline.” (Ref article). Overall, Coaching is certain to remain a key and growing element of their discipline”. (Ref article).

Jane feels that coaching provides ‘space’ for creativity and strategic thinking which is essential for effective leadership. “It allows leaders to raise their self-awareness and explore the impact of their behaviours and style. Additionally, it supports them to progress their personal development for the benefit of their teams, stakeholders and organisation.”

Jane feels that one of the key challenges facing leaders is Communication; the how, when and where. “Leadership has moved beyond Command and Control now, and the range of stakeholders of a business – which can be global, multicultural and spanning a real age range - means a leader has to not only choose the most appropriate style, but the most appropriate medium. Focusing on the qualitative element of communication is so fundamental to 21st leadership.”

“Emotional intelligence is hugely important; interpreting and managing personal impact and that of others. Leaders who generate fear can shrink creativity and inhibit resourcefulness and yet may be unaware they are doing so’. This can lead to disruptive political games and defensive posturing. Coaching that is built on trust provides a safe environment to practice and develop EI.”

“Lastly, we are seeing that more leaders want to create a coaching culture to have the courageous conversations and clear, direct communications. It’s about valuing people’s potentials – to enable them to find the answers themselves.”

“In terms of trends within coaching, more and more coaches are being trained, however, to have credibility with senior business people, coaches need a credible corporate background. Understanding the ‘language’ of the particular business is also important. Bigger organisations are being more professional in how they procure coaching. Many HR people are trained coaches now and are looking for more quality and rigour when engaging as well as the gathering of themes from coaching programmes.”

“Additionally, in terms of coaching approaches, I think that Neuro Science will play a more central role going forward.”

So, a broad range of issues, perspectives and input. What are the implications for leadership coaching going forward? Coaching is a relative newcomer to the professional services. There are discernible changes occurring in the industry already. Just as client businesses have to deliver more for less, coaching is seeing a similar pressure as coaching becomes more proceduralised and integrated into the fabric of leadership development.

Whilst C level execs continue making their own decisions around their coaching requirements (mainly preferring external coaches), the increase in collaborative leadership means that HR departments are usually involved and/or run and own coaching programmes. Some look to deliver internal coaching where possible. This is sometimes driven by cost or the desire of HR departments to add value to the business partner model of HR service delivery. Rather tellingly, many tell me it is the part they enjoy most...

Research into Leadership coaching also shows a steady increase in senior team based coaching, though this is not somewhere for the inexperienced coach due to the greater complexity and scope for derailment.

Leadership coaching is very highly rated for its ability to insightfully raise coachee’s awareness of ingrained patterns of behaviour and provide challenging feedback.
So here is a paradox. As coaching matures and becomes more ‘standardised’, it, like the businesses it works with, needs to reinvent itself to keep pace with the new reality of the changing global economy. These changes have created a new set of demands on business leaders who must now manage and lead effectively across the simultaneous dimensions of time, distance, and culture. Because of the interaction of these three dimensions, leaders face a level of global complexity that has not been accounted for in traditional models of leadership development.

“What is missing (and this has been demonstrated in research) is that people who are running businesses at multiple levels do not have a global mindset. I.e. they are not sufficiently across the breadth of the business landscape in order to make sense of the kind of business situations in which they find themselves. An effective leader in global business environments has a capacity to deal with uncertainty, ambiguity, complexity, and paradox. My view is that the latter is critical because it is a core ingredient of the former, though not many execs or coaches realise that.”

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Malcolm Nicholson is the owner and Coaching Director for Aspecture, and has worked successfully with a wide range of senior business people for over 15 years, enabling them to improve business results through transformational changes. (see www.aspecture.com). To find out how he can help your organisation contact him at malcolmnicholson@aspecture.com or on +44 1932 267597.

Coaching involvement in 21st Century Leadership
Barbara J. Cormack (France)

It is not leadership from any one person that is required; it is an aspect of leadership each of us summons from within. In this respect, the same qualities we have sought in one person can be found distributed among many people who learn, in the community, to exercise their “leadership” at appropriate moments. This occurs when people are vitally concerned about issues or when executing their responsibilities. Leadership thus becomes a rather fluid concept focusing on those behaviours which propel the work of the team forward. John Nirenberg (1993) in the Framework research, undertaken by Michigan State University Extension in 1994.

What this means is that they have determined that leadership has moved from being individual-centred to being more collective-centred, which moves from a packaged curriculum to an evolving, customised education process focused on building relationships.

The task force involved in this research concluded that the definition of 21st century leadership is holistic. Leadership is centred on teams rather than individuals, and that leadership engages each member of the team in heart, mind, spirit, and energy. They explain that the driving force of this definition is that (1) community, which is the heart of the team’s leadership, (2) vision, which engages the spirit, (3) learning, which stimulates the mind, and (4) action, which compels the energy.

This is fabulous news for all coaches as this gives coaching the opportunity it needs to get involved in the development of individual members of the leadership team, or with the team as a whole.

As someone who is a Professional or Accredited Coach with the IIC&M you will have the ideal qualifications to approach organisations. This task force defined seven action values:

1. Visioning Together.
2. Leading Together.
4. Building Community.
5. Developing Energy.
6. Acting Together.
7. Communicating.

Organisations often feel that a staff member has the leadership qualities or values, without appreciating that each person may have these qualities or values, may not have these qualities or values, or may have only a specific range of them. Coaches have the ability to instill the confidence in each person who has a position in the organisation’s leadership team, from the most senior to the team leaders, to a point where that individual exceeds their own expectations.
It is important that each individual in the team learns how to contribute to the team at a level where they find a way to share every thought they have in a positive and motivating manner. It is important that each person understands their role and takes ownership and accountability of their responsibilities, involvement, and actions.

Developing one shared vision that is future-focused is key to the success of this team. Often this vision is not theirs, but is one that is given to them by the Board of Directors or management of the organisation. Helping the individual or team develop the vision engages the spirit; which in turn gives meaning and purpose to the team’s efforts. Developing one shared vision allows each member of the team to rise above their own self-importance, to a point where each person retains their own motivation to succeed.

A shared vision gives the whole team and each individual a defined boundary for action.

Leading together, means that each member of the team takes responsibility for the team’s actions and successes. Learning together gives each individual not only the opportunity to personally grow and develop, but also to support the growth and development of each member of the team. This growth and development comes from each individual bringing their own knowledge and experience, gaining knowledge and experience as the team moves through each action, to the support provided by coaches. The outline of the learning cycle, whether you are working as a member of a team or on your own, comes from the initial planning, taking action, and then reflecting. In some ways the growth will come from the reflection when you look at (1) what went right, (2) what didn’t go the way it was expected to, and (3) based on the results, in the future, what would you do differently.

At the heart of a strong and the successful leadership team is a caring community. The relationship of this team builds a strong and trusting relationship, which is built through developing the vision, learning, learning, and taking action as a single unit together. A sense of community comes from having a positive and understanding process for examining and mediating conflict; a communication platform in which trust is built, which is reflected in the feelings of a single team identity, action, and commitment.

A strong leadership team will always appreciate the diversity in the role, and the individuals they are working with.

As each coach knows, communication is the centre to success. Communication is about listening to understand; being open-minded; discovering common ground amidst diversity; sharing and collecting information; exchanging views; networking to benefit the team vision; and accepting that not everyone has the same view of the world as you do. Each person in this team has their own communication strategy and this is one area that a coach can really provide support. Asking questions to clarify what one person has said when it is apparent that someone else has not understood. Asking questions to understand terminology. Asking questions to support the conversation. Really, just by asking questions!

Successful communication builds trust and openness within the team. In turn, this builds the opportunity for success.

Something I often work with – energy. Without realising it every person gives out a level of energy and their level of energy has an impact on those around them. When a team is working together, the negative energy of one person can have a huge impact on the whole team. It is important that each member of the team becomes aware of their own energy as well as of that in the individuals around them. It is important to recognise that positive energy promotes the vision, the learning, the planning, the action options, the action decisions, the specific actions, to the successful achievement of the vision.

As a coach, this is your opportunity to understand that you can make a difference to organisations by using your coaching skills. You do not need to understand the organisation or the industry in which the organisation is based. It is important that you recognise that your skills can help each member of the team, as well as the team as a whole. Take time to understand the changes and understand what you can do to promote yourself in this coaching environment.

Coaching in an organisation for the coach and each member of the organisation is a journey of self-discovery and achievement!

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www.mysa.biz

ABOUT BARBARA J. CORMACK

Barbara J. Cormack MNMC, CIAC, AFC, AFM is your leading Spiritual Coach, Mentor and Trainer; published in six co-authoring books, and author of two of her own. Barbara is an advocate of achieving in every arena of life. Her clients hold her in high esteem as her style of working makes the knowledge of your future, clear, inviting, and achievable; while her style of coaching or mentoring makes the possibility of sustainable change compelling, exciting, and achievable. She combines her extensive background and experience with a keen insight into the demands of balancing the personal with the professional. Monthly Barbara and her co-presenter Dawn Campbell can be found talking about Holistic Wholeness on Coach Radio International.
The New Domain of Leadership

Floyd W. Carlson (USA)

Charlie did not want to share his knowledge with his team or peers. Charlie believed that by keeping the knowledge to himself, he was making himself indispensable and protecting his job. Charlie was very knowledgeable in what he did, but he was not a team player and the others did not trust him. Charlie’s career stalled until he became aware of his default behaviour and decided to change it. Thinking about your own interest and not supporting your team members is an old school personal leadership methodology of putting yourself ahead of others to distinguishing yourself as the go to person because of your special knowledge. Once Charlie gave up this belief and changed, he was able to take on new things, which led him to be promoted a year later.

This example demonstrates traits that are part of what I call the Stone Age of Leadership. A period in time which is extinct to the way people want to be led today. The challenge is these dinosaur ways of leading are still pervasive in workplaces today and are causing great talent to be ordinary at best or leave to other organisations. The cost to employee morale, productivity, turnover cost and the overall impact of the organisation these leaders cause can be staggering.

Polling people about how many leaders in their career who have inspired them and they would want to work for again, the number is normally 27% or less. For those leaders who are memorable as we can learn about the traits they demonstrate every day and emulate them to be part of our life. Leading in the conscious way is taking consistent actions that make a positive difference for your people, family, friends, community and organisations, while making the world a better place to live. Being a conscious leader is an on-going personal journey of awareness of your default behaviours and the impact they have on others.

Leaders who embrace the new domain of leading consciously focus on these 4 key traits:

1. They manage their energy. Energy management is being aware of what gives you energy, what drains your energy, and managing your energy levels throughout the day so you can show up in the right mood for the situation to be impactful.

2. They make a connection with each person. A leader’s success depends on people and building a trusting relationship with them. People want to feel more connected with their leaders and this requires empathy, openness and a willingness to share.

3. They do the internal work to be the best they can be. To be able to transform and make an impact on other people, leaders must be willing to take the actions to change themselves and invest in their own development. Being free from their blocks, judgement, fears and limiting beliefs is an on-going process.

4. They give feedback that moves people. The number one competency is the care of people. Through their care and focus on making their people the best, they give real feedback about what is possibly holding their team members back.

It all starts with embracing the new domain of leading, which is be conscious and focus your energy on making a positive difference in everything you do.

ABOUT FLOYD W. CARLSON

Floyd W. Carlson is the author of “Conscious Leadership In Action!” (Panoma Press, 2015) Floyd began his conscious leadership journey when on the battlefields in Iraq. In an instant, his life changed forever. He saw his life flash before his eyes during the heat of a battle. When he thought his life was over, the vision that stood out the most was seeing an image of his son who had not been born yet. This game-changing event became his story that is driving his personal transformation.

Follow him on Twitter @fwcarlson.
How to Coach Confidence in the 21st Century Leader

Part One in our series on Coaching Leaders.

Karen Keller Ph.D. (USA)

CONFIDENCE IS KEY

This humorous story shows us why confidence is key to success.

There was a business executive who was deep in debt and could see no way out.

Creditors were closing in on him. Suppliers were demanding payment. He sat on a park bench, head in hands, wondering if anything could save his company from bankruptcy.

Suddenly an old man appeared before him. “I can see that something is troubling you,” he said.

He asked the man his name, wrote out a check, and pushed it into his hand saying, “Take this money. Meet me here exactly one year from today, and you can pay me back at that time.”

Then he turned and disappeared as quickly as he had come.

The business executive saw in his hand a check for $500,000 signed by John D. Rockefeller, then one of the richest men in the world!

“I can erase my money worries in an instant!” he realised. But instead, the executive decided to put the uncashed check in his safe. He thought just knowing it was there might give him the strength to work out a way to save his business.

With renewed optimism, he negotiated better deals and extended terms of payment. He closed several big sales. Within a few months, he was out of debt and making money once again.

Confidence is foundational to leadership and influence when coaching leaders, but it is the one characteristic that is truly lacking in many emerging leaders. I see some leaders exhibit bravado and false self-confidence, but have a lack of true confidence when the tough decisions arise. Let’s turn to the topic of how we grow confidence in others. This is an important role of any coach, consultant, or leader.

Exactly one year later, he returned to the park with the uncashed check. At the agreed-upon time, the old man appeared. But just as the executive was about to hand back the check and share his success story, a nurse came running up and grabbed the old man.

“I’m so glad I caught him!” she cried. “I hope he hasn’t been bothering you. He’s always escaping from the rest home and telling people he’s John D. Rockefeller.”

And she led the old man away by the arm.

The astonished executive just stood there, stunned. All year long, he’d been wheeling and dealing, buying and selling, convinced he had half a million dollars behind him.

Suddenly, he realised that it wasn’t the money, real or imagined, that had turned his life around. It was his newfound self-confidence that gave him the power to achieve anything he went after.

(source: academictips.org)

Confidence is foundational to leadership and influence. It is the basic building block that enables leaders to make decisions and move forward. It allows them to take risks, learn from failure, and grow from adversity.

We MUST help our clients, protégés, and apprentices develop confidence as we coach them. Why? Francisco Dao of Inc. states it well:

“Self-confidence is the fundamental basis from which leadership grows. Trying to teach leadership without first building confidence is like building a house on a foundation of sand. It may have a nice coat of paint, but it is ultimately shaky at best. While the leadership community has focused on passion, communication, and empowerment, they’ve ignored this most basic element and, in the process, they have planted these other components of leadership in a bed of quicksand.”

Growing confidence in others is an important role of any coach, consultant, or leader.

A leader’s confidence is equal to his or her self-belief (“Who I Am”) multiplied times the evidence of past performance (“What I Have Done”).

Leaders have to make decisions, yet fear paralyses many. If someone is afraid to make and commit to decisions, all of the communication and empowerment in the world won’t make a bit of difference.

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How Do We Coach Others Toward Greater Confidence?

Grow Them in Their Understanding of the Confidence Equation

Confidence = Self-Belief x Evidence

The Who I Am/Self-Belief component is largely determined by age 9 or 10. Parents, teachers, and others are the primary shapers of our self-belief at an early age. When coaching leaders, some work can be done on self-belief, but it is a slow and arduous process to undo years of programming. Inspirational speeches will only carry your clients so far. As Mike Tyson once said,

“Everyone has a plan until they get punched in the mouth.”
When challenges come, there must be more than rah-rah cheers. A deep degree of confidence must be possessed.

The faster and more sustainable method of growing confidence is to build a leader’s self-awareness of the evidence that he/she can be successful. Two things come into play when building evidence.

1. **Wins**
   - Nothing inspires confidence and builds motivation like a win. Help your clients realise their past wins. Many people have a pessimistic outlook and tend to remember their failures and diminish their wins. Have your clients create a list of past wins. Talk with them about what went into the win.

2. **Predictability**
   These past wins help your leadership coaching clients realise they have generated positive outcomes, which puts the concrete evidence on the front of their mind that they can reasonably predict a win in a future outcome.

If you can help your client shape the preparation for an upcoming major decision, you have a powerful moment at hand. Just as a track or swimming coach would create workouts that reveal evidenced progress in a way that is similar to the race in which their athlete will compete, so we can work to practice success with our clients. If they need to persuade a team on a key decision, have them give their pitch to you, their executive coach. Polish it with them. Speak with them about how they came to the decision they will make, and tie it to how they made past successful decisions in method and manner.

**Practical Ways to Grow the Evidence Base for Confidence**

1. **Create opportunities to learn by doing.** The evidence is based on what the person completes – not the speech he/she hears, not what you say, not what he/she thinks – but what is actually accomplished.

2. **Create situations for leaders to learn by problem solving and overcoming adversity.** Experienced consultants and coaches utilise problem solving as a core activity. Presenting problems to solve and difficult situations to overcome can teach leaders enduring lessons while building a strong base of evidence to call upon when confidence is required.

3. **Set high preparation standards.** Once you have clearly helped your client define what a win looks like, help design the preparation environment which will provide the evidence your clients need to create strong, robust self-confidence, and then hold them accountable. I have a friend who does ultra-endurance events, which are extremely long runs and cycling rides of 12-24+ hours. In a recent conversation, my friend revealed he made his training conditions worse and more difficult than the race environment in order to approach the race with as much confidence as possible. What is he doing? Building an evidence base that he can draw upon during the race when things get tough.

4. **Celebrate wins, even small ones.** In your work with your clients, celebrate every win, even if it is just the completion of a small assignment or project. This helps your client create a “win milestone” in their mind.

**Help them Play Out Worse Case Scenarios**

Fear occurs and hammers away at confidence when the mind partially plays out bad “what-ifs.” I include partially with much intention. Partial play out can tend to improperly frame the “what-if,” and it tends to be unrealistic. I recently spoke with an emerging leader who couldn’t pull the trigger on a decision because he feared its end result might leave him living homeless under a bridge. Part of coaching emerging leaders towards greater confidence is to help them fully play out the worst scenario that might occur should a certain decision be made. Often, when the full bad scenario is realistically visualised, it isn’t nearly as bad a risk or situation as the partially played out scenario. With this clearly in view, it is much easier to make a decision. In the case of the emerging executive, it was soon clear that he wasn’t going to be homeless regardless of which way he decided on the issue at hand.

**You Can Make an Impact**

As a leadership coach, life coach, or consultant, you CAN help your clients build confidence and see increased influence and successful results. Start using the Keller Influence Indicator® as a benchmark to track the progress of your clients. Seeing their confidence score objectively increase builds greater confidence. You can also participate in a unique certification program for coaches and consultants.

**ABOUT KAREN KELLER PH.D.**

Author of UTI® Influence Assessment to small and large organisations. Providing group training, executive coaching, or speaking about the art of leadership, persuasion, influence, intuition, and success. She provides advanced influence training, leadership skills, advice, and training to CEOs, presidents, owners, executives, and senior leaders of both public and private companies.

Dr. Keller combines original thinking from two separate fields – business consulting and psychology. Drawing on real-world business acumen and powerful management psychology perspectives. She empowers leaders with breakthrough insights, talent development strategies, and measurable business outcomes.
Communications are faster than ever before; technology is sprouting new apps faster than they can be assessed for value; employee retention and engagement are stretching managers in many workplaces which now have employees from 17 to 70 years of age. These and countless other challenges make now an interesting time to be a leader and a manager. At a practical level, there are pressures; here are three that leaders need to be able to navigate in today’s fast-changing world of work.

Balancing the needs of three generations at work

Fifteen years into the new century, we live and work in a faster changing business environment than ever before. The business leadership landscape is changing constantly and not only is it moving fast, but it is complex, uncertain and ambiguous for many leaders today.

Communications are faster than ever before; technology is sprouting new apps faster than they can be assessed for value; employee retention and engagement are stretching managers in many workplaces which now have employees from 17 to 70 years of age. These and countless other challenges make now an interesting time to be a leader and a manager. At a practical level, there are pressures; here are three that leaders need to be able to navigate in today’s fast-changing world of work. Balancing the needs of three generations at work

1. You can’t write. This is nothing to be ashamed of. Just as most people can’t plaster a ceiling without making a god-awful mess, similarly, most people can’t write professional copy. Hopefully, what separates you from those poor (unfortunate with no self-awareness and terrible, embarrassing copy, is that you have the intelligence to play to your strengths. You know what you’re good at and you concentrate on that. For the things that you can’t do, you hire somebody who can.

2. You don’t have the time. Writing well – especially if it’s not your primary skill – takes some time. This is because writing well is not just writing. It’s also researching, structuring and – most importantly – rewriting. If you’re one of those businesspeople in the world with time to burn, then be our guest. Hate that copy. If, on the other hand, you regularly find yourself wishing there were just a few more hours in the day, then do the sensible thing and hire a pro.

3. You’re too close. There’s a lot to be said for having a fresh pair of eyes on your business and business objectives. When you’ve been working on something solidly for a long time, there is a tendency to lose the trees for the forest. There’s also a tendency to get bogged down in details that you find fascinating but which are actually of no interest to potential customers. A professional copywriter restores objectivity,hones in on what makes you special and communicates it clearly.

4. You need expertise. Different types of writing require different skills. Even if you consider yourself a competent writer, you may not have the experience or the know-how to produce persuasive press releases, white papers, SEO copy or advertising. Therefore you need someone who can bring the copywriter’s arsenal of strategies – capturing headlines and bullets points, alluring benefits and irresistible calls to action – to whatever specific kinds of copy you need to build your business.

5. You can’t afford to make mistakes. There will be, on occasions, times when the stakes are high and you absolutely need to make exactly the right impression. It could be that you’re about to launch a new product, a new website or a new marketing campaign, or it could simply be the latest incarnation of the most important project you’ve ever been involved with. If you want to eliminate the fear of making mistakes and make absolutely sure your copy is pristine and as effective as it can be, then do the right thing. Hire a professional copywriter.

One final point to remember is that a truly great copywriter actually loves writing copy, and that love of words always shines through. There are many bad-to-mediocre copywriters out there and frankly, you can spot them a mile off. Their lack of passion for the language they’re using rises up out of their words like a bad smell.

So for copy that doesn’t smell bad – for copy that’s clear and concise, creative and compelling, persuasive, polished and ultimately irresistible, you should contact Emma, our recommended copywriter, via her website, http://www.florencewritinggale.com/ or emailing her directly at emma@florencewritinggale.com.

Pressures 21st Century Leaders Face

Catherine Joyce (United Kingdom)

1 Jason Dorsey, The Centre of Generational Kinetics www.genhq.com
2 http://bit.ly/1TixMMP
Intriguingly, you may notice in your own organisations that BB and Gen X are changing how they do things and find themselves adapting their approach, processes and tools to ‘fit with’ our increasing technology world that the Millennials are so comfortable with. Even though it’s two years old, this blog by Phyllis Weiss Haserot on Maximizing Social Media for Each Generation makes interesting reading.

Understanding something of where those of each generation come from and what influences their way of thinking different, can go a long way towards easing communications, maximising collaboration, while preventing small issues from becoming large challenges, between employer and employee and among employees themselves.

The Deloitte Millennial Survey 2016 predicts they will make up 75% of the global workforce by 2025.

“44% of the Millennials surveyed say...they would like to leave their current employers in the next two years.”

What’s important to Millennials? The most consistent findings about what motivate them as a group (and remember, individuals may differ), is:

- Opportunity for skills, technical and personal development
- Leadership skill development
- The opportunity for career progression
- Alignment of personal and organisations values
- Work-life balance and
- Flexible working using technology

However, there is too little focus on and belief in the real potential of every employee. Talent pipelines in place in many organisations are often based on ‘more of the same’ rather than on looking wider and deeper into the needed skills and future potential of our younger generation.

Leaders need to find and address employees’ individual drivers, preferences and values. If you as a leader learn about what is important to your employees, you will have a better handle on how best to motivate, engage and retain them.

You will also be in a position to notice ‘early warning’ signals of disengagement etc. and be in a position to explore what’s going on and hopefully, to reengage them. In doing so, set yourself and your business up for success. After all, your responsibility as a leader-manager is to be agile in your approach to maximising every employee’s contribution and performance.

Retaining future talent

Your best people are your best investment. Staff turnover across the UK is at a high right now, following the stagnant period we experienced during the recession. Many employees stayed in jobs more for financial security than enjoyment or engagement. The recession is over, business confidence is improving and people are on the move.

“Organisations are increasingly looking for talent outside of their organisation – three quarters are recruiting key talent/niche areas. Skill shortages are escalating – over four-fifths feel that competition for talent has increased over the past two years. Nearly two-thirds report that the skills needed for jobs in their organisation are changing.”

This means your best people are being attracted elsewhere... unless you know how to retain them.

Now that Baby Boomers are retiring in large numbers (3.6million are expected to retire in 20165) and the estimated cost to replace an employee can run over £30K, today’s leaders need to find a way to identify talent and develop robust strategies to engage and retain them – whiling stemming the flow of your talented employees leaving the organisation.

One underlying contributing factor to ‘attrition’ numbers is the changing attitude to what constitutes ‘acceptable’ when it comes to length of service with an employer. Twenty years ago most people would say ‘three years’ in a role demonstrated you could settle into a role, manager or organisation isn’t for them. Today, a very different attitude exists. Younger people are more likely to resign and move to another role or career after a short period of time, often in search of promotion or a better work-life balance, or if they feel the current role, manager or organisation isn’t for them.

Leaders who wish to retain ‘future talent’ will be more successful if they scan the constantly changing landscape for trends, patterns and signs that may impact their ability to develop and retain Millennials. Furthermore, in ten years’ time, the next generation born 1995 – 2010 (iGen, Gen Z or whatever they will be called) will be beginning to make their presence felt in the workplace. Will the work-life balance be as blurred as it is for Millennials, or will we see something else emerge?

1https://www.cipd.co.uk/binaries/resourcing-talent-planning_2015.pdf
2Source: CallisonRTKL: 2016 Trends in the Workplace
Letting people go

What’s important right now is to assess and identify who your future talent are. This might sound easy, but for many leaders and employers, this is a challenge. If they are not aware of the changing landscape of employment; have little insight into where technology, for instance is taking us; focus more on delivering a short term business strategy, then anticipating ‘future talent’ needs will be a challenge indeed.

Leaders need to ask themselves these questions, in the context of the next 3, 5, 10, 20 years

• What direction is your organisation and industry going?
• What is your business vision for the next 20 years?
• Who will your customers be? What will you be selling/providing?
• How will your business be best placed to deliver efficiently and cost effectively?
• What will have changed profoundly in how you deliver (compared to now)?
• What skills will be needed not only to survive in business, but to thrive?
• What future-proofing skills does your organisation need to develop?
• Who has unique skills that you can leverage for greater impact/profitability/productivity?
• Who is developable into roles that will become available through business growth/retirement?

At the same time, think about

• Who might soon be ‘past their best’ either because of their inability to adapt new working practices, develop new skills or add value to the changing workplace environment?
• Who is in a role that will become redundant because of technology, changing client base or associated requirements?

Managers who fail to discuss these changing needs with individuals may think they are being kind, but don’t fool yourself (you won’t fool them). They may be ‘reading the writing on the wall’ as you read this. If so, in the absence of caring and clear conversations they will be stressed and worried. This alone could contribute to lower productivity, higher absence rate and un-engagement. Better to sit down and have an honest conversation.

These three pressures are connected. All three need leadership. If you can understand and appreciate the richness, the diversity you have in your organisation, you are more likely to engage them. When you engage your future talent and they have identified who are key to the future of your organisation and are courageous in letting go of people, so that they can thrive elsewhere, you free up space for your talent to blossom.

Leaders need to navigate these three pressures successfully; using caring, courage and candour will give you a great start.

ABOUT CATHERINE JOYCE

Catherine Joyce is an international consultant, exe coach and author of Being An Agile Leader-Manager published January 2016 by Panoma Press. Catherine has dedicated her career to being a business leadership consultant and confidant to Directors, Senior Managers and Emerging Leaders in blue-chip companies across a range of industries. She draws on 20 years’ experience on developing agile leadership and helping individuals achieve business success. She is Managing Director of BlueQuay Limited.
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Positive coaching

‘Positive intelligence’ is viewed as a crucial asset on the road to coaching success

André Ribeiro (United Kingdom)

Positive intelligence is a new term in the world of executive coaching as is positive psychology. But, as happened with emotional intelligence some 30 years ago, “positive psychology” is already revolutionising the way we look at coaching and performance.

One of the gurus of positive intelligence is Shirzad Chamine. Mr Chamine argues that research in the fields of psychology, neuroscience and organisational science shows that companies with teams and leaders that have higher positive intelligence can perform up to 35 percent better than those without, while their staff are happier and report lower levels of stress.

In his book “Positive Intelligence”, published last year, Mr Chamine talks about invisible mental “saboteurs” which prevent people from achieving their goals. He identifies 10 saboteurs and gives them names, such as Judge, Controller, Victim, Avoider and Pleaser.

Saboteurs are automatic and habitual mind patterns, each with its own features, which work against our best interests. They are remnants of our primitive urges and instincts. Mr Chamine says nearly 95 percent of executives attending his lectures conclude that they have saboteurs preventing them from fulfilling their full potential.

Different people are affected by different saboteurs. But a saboteur common to all cultures is the judge. The judge is the universal master-saboteur, a tendency to notice and exaggerate the negative, to find fault constantly with yourself, with others, or with your conditions and circumstances.

The antagonist of saboteurs is the “sage”. The sage has access to your deep wisdom, creativity, compassion and clear thinking. It works to build positivity, using five powers to overcome the saboteurs: empathy, exploration, innovation, navigation and decisive action.

Mr Chamine argues that positive intelligence is more important to effective leadership and performance than emotional intelligence or your intelligence quotient. The reason for this is that positive intelligence is a more basic, core form of intelligence. Without it, attempts to improve other sorts of intelligence are likely to fail because of “self-sabotage”.

Positive intelligence is measured by the proportion of time our minds are working in our favour rather than against us. The tipping point for positive intelligence is a score of 75, meaning our brain is working in our favour 75 percent of the time.
Mr Chamine arrived at this figure by using data from various studies. One set of data was from research by John Gottman. Mr Gottman, by making several studies and thousands of observations, learned to predict whether a couple would divorce. After just five minutes with a couple, he was able to predict correctly in more than 90 percent of cases.

An important factor in making his predictions was the ratio of positive expressions he heard to negative expressions. Couples that stayed married had, on average, five positive interactions for each negative interaction.

Other research that Mr Chamine used was done by Marcial Losada. Mr Losada adapted the methodology used by Mr Gottman to business teams. Mr Losada observed that the ratio of positive feedback to negative feedback was a strong indicator of the success of a team. Successful teams had, on average, three positive interactions for each negative interaction.

Examples of practising Positive Intelligence are shifting your attention to feeling your physical sensations, focusing on breathing or how your body feels sitting on a chair or standing, or rubbing your hand fingers or wiggling your toes. Do these repetitions for at least 10 seconds.

It’s especially useful to do these exercises when a saboteur is in action or when we want to connect to the Sage. May your practices make your coaching flourish.

Fighting saboteurs head-on are inadvisable, as it can, paradoxically, strengthen them. For instance, when you criticise yourself for judging yourself, the judge is playing the part of a double agent. Remember, just a label and observe the saboteur.

A second way to improve your positive intelligence is to tap into your sage’s perspective whenever a problem arises. This consists of accessing your inner wisdom. Regard how you can turn a problem into an opportunity.

Third, give your positive intelligence workouts in the same way that athletes give their bodies workouts. This can be done through special exercises meant to build up positive intelligence “muscles” or the parts of the mind most involved in the sage’s functions.

Accountability is one of the basic disciplines of doing business and increasing success. Yet, organisations often find it next to impossible to create a successful accountability culture. Companies that do manage to have high levels of accountability also achieve greater success. The ones that are not able to do so usually don’t experience the growth or success they desire and wonder why. As an entrepreneur, the benefits of creating a culture of accountability are quite evident, but sometimes you might find accountability to be elusive. Why does this happen?

Why Creating an Accountability Culture is Not Easy

The main reason why organisations fail to create a successful accountability culture is that the leaders and managers don’t fully involve themselves in the process. The process of accountability has to start from the top and go all the way down. Else, the employees don’t see the point of being held accountable for their positions if the top brass of the company is exempt from it (which shouldn’t have to be the case but is). Business owners should set the standard by holding themselves accountable. Become a good role model for your employees to follow.

Benefits of Accountability

Accountability isn’t hard to achieve once you set your mind to it. It does take much more than changing your attitude to be able to create an accountability culture in any organisation. That is why so few actually implement an accountability culture. There are some major benefits of accountability, such as

- The knowledge that you can count on your employees. This reduces much of the stress you face on the job and increases your confidence and ultimate success.
- More time to focus on the important high payoff tasks and decisions regarding your business.
- Motivated employees working at their optimal productivity levels with them knowing that everyone is pulling their weight so to speak and not just the top few doing most of the work for the firm.
- The ability to delegate important work with confidence.
- A respectful and comfortable working environment for all the employees.

As you can see, creating a culture of accountability could prove to be the key to taking your business to the next level. It is integral to the success of your business. Let’s look at some of the ways in which you can create and encourage a culture of accountability in your business.

ABOUT ANDRÉ RIBEIRO

Adviser and Executive Coach,
André Ribeiro has more than 15 years experience as a business strategist and expert adviser developing solutions for organisations and individuals. He has developed businesses from start to multi-million in sales with eCommerce, travel and online marketing.

He facilitates coaching with CEOs, senior managers, entrepreneurs, high net worth individuals and families, family owned businesses and multinational organisations, including Bosch, Dinastia Vivanco, Multuplica, Portugal Telecom, Publicis Groupe and TNS Global.

He has lectured in MBA classes and facilitated executive training with several business schools in English, Spanish and Portuguese.

Another researcher Mr Chamine cites in writing his book is Barbara Fredrickson. Ms Fredrickson found that university students that made, on average, three positive statements for each negative statement were much more likely to be in good mental and social health.

The importance of positive intelligence suggests the need for self-improvement. There are three main ways to improve your positive intelligence.

The first way is to weaken the saboteurs. This is done by identifying those that harm you the most, properly labelling saboteur thoughts when is done by identifying those that harm you the most, properly labelling saboteur thoughts when...
How to Build a Culture of Accountability

An accountability culture is built on some fundamental principles. You have to follow them to introduce the culture in your organisation. Here are some strategies you can use to create a successful accountability culture.

Define Expectations

You need to allow your employees the freedom to work the way they need to in order to produce their best results. Imposing a certain style of working on an employee could hinder the quality and quantity of their work. What you should do instead is to define the expectations you have on the employee. Make sure you clearly inform the employees about the way you expect them to conduct themselves and the rules they have to follow. Also, you need to provide them a realistic picture of what happens should they fail in their job. From there on, you can let the employees take full responsibility for the work they have been assigned, with the accountability measures fully in place.

Effective Communication

Along with defining expectations, you also need to communicate to the employees the type of culture you want to implement in your business. You cannot blame the employees for not being accountable if you have not informed them properly. Make it clear to the employees about the way they will conduct themselves and the rules they have to follow. Also, you need to provide them a realistic picture of what happens should they fail in their job. From there on, you can let the employees take full responsibility for the work they have been assigned, with the accountability measures fully in place.

Set Clear Goals

Clarity is also important when setting goals for your employees. Make sure they know exactly what they have to do and also how they have to go about doing it. If a task has not been clearly defined, the manager or leader should be the one held accountable. Clearly set out goals and measurements for results are tools you can use to bolster accountability. There is no excuse for the employee if you have provided a realistic goal and course of action for what is expected for them to follow.

Appreciation

The best way to encourage accountability is by showing appreciation when desired results are actually produced. You should highlight how that particular employee showed accountability and how it played a role in helping the company moving towards success. A lack of appreciation could lead employees to feel nonchalant about the accountability culture and that they stand to gain nothing from it. Providing more than just their pay check is appreciated when results are achieved. Celebrating successes are important in the accountability culture.

Get Accountable

Accountability is a discipline, as mentioned before. Therefore, it can be taught. And who better to teach employees than yourself? Being the business owner, you are in the perfect position to become a model for accountability your employees can see and emulate. The best way to do this is to resist the temptation to blame your employees for all your business’ failures. Most business owners make the mistake of taking the credit for success but when failure comes a-knocking, they look for scapegoats. Being accountable requires you to own up to defeat as well and giving credit where credit is due. You are ultimately responsible for everything – success and failure as it is your business, but acknowledging those who are helping your firm succeed is really important to your continued growth and success.

Final Word

Creating a successful accountability culture involves using the strategies laid out above. Implement them and you will observe a change in the way your employees work and the results they produce for your firm. It will make your job much easier and you can focus on taking your business to the next level of success.

ABOUT ANNE M. BACHRACH

Anne M. Bachrach is known as The Accountability Coach™. She has 23 years of experience training and coaching. Business owners and entrepreneurs who utilise Anne’s proven systems and processes work less, make more money, and have a more balanced and successful life. Anne is the author of the books, Excuses Don’t Count; Results Rule!, and Live Life with No Regrets; How the Choices We Make Impact Our Lives, and The Work Life Balance Emergency Kit.
The Willingness to Follow Builds the Ability to Lead
Rosana Nedelciu – iCN Journalist (Romania)

In a time when more and more people feel the need to leave their mark on the world by becoming leaders, it takes a special kind of courage to show that you actually believe in someone other than yourself. Simply because that would put you on “the second place of the follower”, of the person who recognises Value in someone else and promotes it, or supports it.

To stand behind a Value that is not yours takes confidence, emotional maturity, and an extraordinary ability to appreciate the value of others, as opposed to a general “me only” orientation, through which, sadly, most people are trying to prove their worthiness.

On the other hand, “Thanks! Your idea has opened a new perspective for me.”
“I really appreciate your input.”
OR
“I’ll stand by you on this.”

Although signs of maturity, personal strength and character, have come to be regarded as signs of weakness. And when advice is sought, it’s done behind closed doors:
“Please don’t tell anyone we had this conversation.”

Or, when that is not possible, and good advice is given, the person receiving it never forgets to end the dialogue with
“That’s exactly what I had thought of myself.”

It’s not uncommon for team members steal ideas from their colleagues and quickly run to their superior and present them as their own. It’s not an enigma what feeds this behaviour. It’s the fear of losing the image around which one’s status is built. The status of the brightest, the most efficient, the most creative, etc. The status of the best or the first. The status of The One and Only.

It’s not uncommon for team members to steal ideas from their colleagues and quickly run to their superior and present them as their own. But while this does not happen every day, I have observed that something else tends to, especially at management levels. More and more managers pinpointing how valuable their ideas were to others, how much support they give to others and how their colleagues would not perform as well as they do, without their contribution. More and more “wonders of nature” who not only seem to not need/get any contribution from others, but who contribute to everyone else’s achievements.

This rotten behaviour is fuelled by a miserly interpretation of Leadership as Competition, and especially in organisations where the principle used in managing people is “Divide and Conquer”. In organisations where the employees saw that a “Man is wolf to man” approach was the most efficient in climbing up that hierarchy scale or maintain the status quo. When, in fact, Leadership is about Cooperation, about bringing people on the same page, about togetherness.

Which is why I believe that the definitions of Leadership should put more emphasis on a Leader’s ability and willingness to stay “in the shadows”, to promote and support a Value that does not belong to him personally. The ability to take on that dreadful second place.

The Head of an organisation should also be the Tail of it, by nourishing a culture of mutual support. A culture that sends out a simple, but powerful message as “I, the Leader, believe in each and every one of you, the people in my company. And with every decision that you make, you should know that I’ve got your back.”

In such an environment, creativity and initiative would flourish. Based on this simple principle, companies would ensure for themselves not only a healthy growth at all their levels, but also a promising pool of True Leaders who will always be the first to put themselves in second place.

ABOUT ROSANA NEDELCIU
iCN Journalist for Romania, Rosana is an HR professional with 7 years of management experience and international exposure. Her expertise are in Executive Search, Learning and Development, Internal Communications and Performance Management. Keirsey Temperament Sorter: The Teacher. She is also the owner and creator of TheHView coaching concept (The Human View on Personal and Career Development) And an author of the book called Mother is Love, Why do You Speak of Cancer?"
When I came across this great quote from a great actor, my mind was instantly triggered to relate it to the lives of leaders and CEOs in an organisation, who are not exactly famous or celebrities in their own right, but who by virtue of the influence, authority and power they wield, are many a time rendered devoid of an honest critical feedback about their own strengths and weaknesses. How difficult and lonely it becomes to so often hear the “Yes” from most of their colleagues and teams, and to be subjected to only false praises, not being able to see through, as to exactly what’s working and what’s not.

In fact, this entire syndrome of many influential senior most leaders, the so called mighty occupants of the C-suite, especially in traditional companies, nurturing their own flock of admirers, their indispensable left hands and right hands - only backfires, simply because this coterie most often only serves their own purpose of affording favours from the Bosses by diplomatically flattering or boosting their ego and not really letting them see through their own flaws!

Few days back, I had invited a discussion on a favourite quote by Peter Drucker,

“While the leader of the past knew how to tell, the leader of the future will know how to ask.”

It attracted diverse views and it won’t be wrong to say that, while most leaders wish to play safe just telling others what to do, it pays well in the long run for them to pause and “ask”. Ask others about what they have to say about the inputs coming in from their Boss!

Modern day leader is the one who inspires and motivates his team towards higher accomplishments- he values his own need to continuously learn and grow, he cannot be a person who feels threatened to receive harmless suggestion or critical opinion. While it’s understandable for subordinates to feel reluctant at times in suggesting that their emperor is wearing no clothes, it’s for the organisation and for the leaders to have a circle of reliable critics who genuinely care for them and for the
organisation’s wellbeing. It’s not about a formal appraisal or a 360 degree performance review, but a regular dialogue with someone who has the ability and who is well positioned to help leaders see both their strengths and weaknesses in the right light!

Precisely, one of the sole reasons why any organisation today would like to invest in hiring a Coach for their “C-suite occupants: CEO, CFO, COO, Directors”, - to afford for them a person who helps them see for themselves, the critical aspects of their own functioning, and helps them establish an honest opinion about themselves - setting the tone for improvements in key areas.

It may take years of solid decision making to reach the boardroom, very often it only takes one bad decision to fall. In today’s high-pressure environment, leaders need someone they can trust to tell the truth about their behaviour. And though many boards still do not find value in seeing feedback for performance improvement though many boards still do not find value in seeing feedback for performance improvement - the critical aspects of their own functioning, and helps them establish an honest opinion about themselves - setting the tone for improvements in key areas.

I wish to sum up by voicing another piece of ancient wisdom coming from none other than the great Indian poet and saint, Kabir, translated here in English –

“Keep your critic close to you; give him shelter in your courtyard. Without soap and water he cleanses your character”

COMMENTARY
You get to know your fault if someone criticises you, and you will have a chance to correct them. Listen to the criticism without annoyance, because the critic is not your enemy. He is helping you to clean the rubbish from your own life.

Kommentári

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ABOVE NAMITA SINHA

Namita Sinha is an Internationally Certified Success Coach and Life Coach, Trainer and writer on a mission to help everyone live a life of purpose. She is based in Nagpur, India.

She is keen to support and empower people, and look forward to sharing her insights, especially with young minds on socially relevant themes and topics through her writing and blogging.

A budding Coach and Trainer in personal, academic and executive space, she likes researching ideas which actually integrate and align the personal and professional domain, and is therefore a strong advocate of work-life integration rather than work life balance.

Great and memorable leaders in the history made such a huge impact on people’s lives that they are still with us and being unforgettable while in a lot of cases the modern corporate world hardly can define what an outstanding leader would mean for their own success.

Certainly our reality creates so many unexpected situations which let us face with huge challenges when it comes to successful management.

Based on the past few year’s worldwide events it is not an unrealistic strategy anymore to be prepared for fast moving technology, natural disasters, unstable political environments or the working moral of the newer generations. These parameters became part of our everyday life and, so it should be considered when we try to define the nature of future leadership.

Mohamed Eissa (ME) will share some of his experience about the top leadership issues. Besides being business trainer, consultant, life and executive coach, he is also the Head of Talent Development in a leading automotive group in Egypt.

He is holding a bachelor degree in business administration, Human Resource Management diploma and an MBA degree. Mohamed is a talented professional who has a track record of achievements in the area of leadership and human development, that allowed him to acquire his first managerial assignment in his early 20’s.

OUR WORLD CHANGES RAPIDLY AND NOW WE HAVE TO CONTROL DIFFERENT TEAMS FROM DIFFERENT GEOGRAPHICAL AREAS WITH DIFFERENT CULTURAL BACKGROUND. THE DIGITAL ADVANCEMENT MAKES IT EASIER TO ACCESS TO NEW MARKETS AND DIFFERENT PEOPLE IN DIFFERENT PLACES, BUT IT IS KIND OF NEW FOR OUR LEADERS, SO I THINK PART OF THE CHARACTERISTIC OF A SUCCESSFUL FUTURE
leader would be to be open minded and being able to deal with people from different cultural background, also being able to lead virtually people that he/she never met, dealing with the problems he/she never faced. But first of all future leaders must be open minded enough to ask people and listen to them and their ideas, to be able to solve problems from their prospective as maybe the leader will not be able to get this perspective alone.

iCN: According to your colleagues you are a very strong negotiator and it is a huge advantage in your or any leader and manager’s position. Is it possible to develop this skill and if yes, what are the most effective methods for that?

ME believe the key for negotiation is not to negotiate. The main point is to being convinced by the concept and work sincerely with your partner to try to find the best solutions which serves both of you. The secret is that the other person has to feel that you do not want to push something on him and you not try to convince him with something. You have to find a win-win situation and this will make the whole process much easier.

iCN: In Egypt is there any significant difference because of the culture in terms of coaching methods? What does a foreigner professional need to understand about the Egyptian workforce?

ME There are some differences in each culture that could affect the coach. The main difference what I can see between people from different part of the world and Egyptians is that in Egypt people not used to be encouraged to solve their problems alone. Mostly they need someone to tell them that this and this is the right answer. So when you try to question their core believes many of them starts to be confused. As coaching is not about right or wrong, but how to develop yourself, that makes some of the Egyptians feel that it is a completely unfamiliar idea. They used to cope with right and wrong/yes or no/ good or bad concept from the early childhood.

If a foreigner works with the Egyptians, they need to understand that some questions will be very hard for them, so they need to prepare for the questions and take it level by level.

Also, they have to be careful not to be personal because in Egypt we keep bigger distance between each other, so subjects like marriage and family are mainly unmentionable topics here or in any Arabic culture. Also coaches always have to ask at the beginning of the common work from the opposite sex if she/he is comfortable to work with them.

iCN: As an executive coach how could you summarise a successful session series?

ME In one sentence I would say that success is when we reach a breakthrough. I don’t mean by this that we will reach the goal what we did set up at the beginning. Sometimes the coach will figure out that what the person or the company did define as a problem is not the real block.

When you take your client to a different level what he never imagined he can reach and you can maximise his potential and talent that is already successful.

iCN: What is your personal leadership strategy or your brand as a leader? What is the secret behind your leadership success?

ME My strategy is to work with people. I try to support my people and get the best out of them, let them see what areas they never explored alone. In this way each person will do what I would expect and even more as their effort comes naturally and they are highly motivated. When as a leader you can provide the feeling of being secured, then it will create a very comfortable environment where everyone can work effectively and want to make their job done with the highest level.

iCN: Do you think personal well being and balanced private life is a must to have addition to be able to function as a leader and create positive impact on your team member’s life?

ME Life balance and personal well-being is one of the most important parts of being a good leader. I cannot imagine a leader who is stressed or unbalanced. This would affect his/her team and his leadership style and eventually it can affect the productivity of the whole team. As a leader you have to connect to your people mentally and emotionally, so you can really know them and understand their reactions. If a person, any person has a miserable background there will be no room to focus on others.

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2 Powerful Ways to Inspire Action in Yourself and Others!

Taryn Harris (South Africa)

What makes you “buy in” to you and others?
You invest in yourself because it’s important to you. You choose to do something and commit to act on it because it will benefit you and you feel it will serve you and your objectives. You “sense” this as a “gut” feeling of “YES” and a knowing and often feel inspired by the possibility and what it might mean for you and your life – professionally and personally. Humans align with what they believe in – activities, groups, brands, companies, leaders and goals which speak to their values, aspirations and who they view as extensions of who they are. They engage ‘because they WANT TO’ are the ones that create sustainable results, businesses, causes and practices, not those who feel obliged to. They do it FOR THEMSELVES! This is true for any committed and inspired action any of us undertake. We all know the saying, “What’s in it for me?”

How do you create “buy in”?
The success of being able to lead effectively depends on the power of a shared idea. You need to harness communal beliefs and goals so you make the idea a reality and create an experience everyone wants to show up for and be part of. TED Speaker, Simon Sinek speaks about this with his “Golden Circle” formula. He illustrates how people “do not buy WHAT you do - they buy WHY you do it!”

Successful leaders find ways to get their teams to buy into the WHY and make the idea relevant to them! To be part of something that speaks to their core beliefs and the way they relate to and experience the world. As Simon points out in his talk, the part of your brain (limbic brain) that is responsible for your feelings and decisions responds to the “why” as this speaks to aligning your feelings with your actions, goals and associations.

Tips to “buy in” to yourself so that others “buy in” to you too:
1. If you are a leader, consider how you can inspire action in others by aligning your burning “why” with what they believe. Where is the common ground? Where do the shared desired outcomes cross over? How can you meet them where they are at to motivate them to show up for themselves by speaking to their core values? When you identify and speak to the “why”, people can go the extra distance and giving blood, sweat and tears for something that holds meaning to them does not seem like a sacrifice, but a given. It replaces resentment with a sense of purpose. Speak to what they desire to experience, to be part of and believe to be true about the world. If your team does not resonate with your why, then the chances of collaboration and dedication are minimal.

2. This can be applied to you in your personal capacity too. If you are showing up for a job/relationship/activity that does not connect to your “why” on some level, you will most probably feel unfulfilled and uninspired. If you want to inspire action in your life personally, ask yourself, “What is my why?” What moves me into action and inspires me? What ideas, ideals and movements do I want to associate with to extend who I am into something bigger? It is imperative to have an idea of your core beliefs and motivations so that you can find ways to DO MORE OF THAT. By being more of who you are, you feel more fulfilled and authentic, and these collective associations keep filling your cup with purpose and belonging to something greater.

ABOUT TARYN HARRIS
Taryn Harris is a professional executive and life coach, speaker and the creator of the In-Body Method. Taryn moves people into their power and organisations into their power through people. Her programmes focus on developing interpersonal and leadership skills, emotional intelligence and team functioning. Taryn will show you how to create a life – both personally and professionally - that you want to show up for! She gives you the tools to effectively navigate through the opportunities and challenges and teaches you how to positively affect your behaviour and emotions by rewiring your mind to become more content, resilient and confident by tapping into the intelligence of your body.

Live Purposefully, Lead Passionately!

My advice:
“Find the WHY and find ways to live it. This is the first step to creating the life you want to live personally and professionally!”

Believe in yourself
Leading into the 4th Industrial Revolution: 
Thriving in the realities and challenges of the 21st century

Dr. Paddy Pampallis (South Africa)

We are in the midst of a highly tumultuous wave – a cycle of disruptions, and I celebrate this as each disruption brings a rebirth! The big challenge this year will be to create perspective, to connect even more deeply to both our inherent and transcendent humanity, and to create the opportunities to generate conscious intentional action that will alleviate suffering and promote health and well-being through transforming mindsets, structures, systems and processes, for a better world!

This is the time to cultivate deep reflective spaces, to slow down to examine that which is easily distracted into ‘busy, more important’ activities because it is so hard; this is the time to take a few minutes to read on...

THE CHALLENGE

As a psychologist, an integrative psychotherapist, a systems thinker, process facilitator, integral practitioner, businesswoman and global citizen, I see it as essential for us floundering humans, who hold many flawed assumptions about ourselves and others, to have a navigational tool, a MAP, with which to help us traverse truly treacherous terrain! To this end, we have developed a unique application of integral thinking in the Integral Practice of Leadership and Coaching™ to support people through this terrain.

That map has to be one that can help us find our way by introducing a common language - and I am not of course, speaking of our mother tongues,– I am speaking of a conceptual map that holds the multiple complexity of the lived experience of all of us! Conventional thinking and wisdom encourages either/or thinking – “if only / but then...” and justifies our fears and anxieties. Any system – individual or collective – reacts and shifts quickly to stress through homeostasis (self-correction). Our self-correcting, protecting world-views can, and often do lead to delusion, blocking the healthy evolution we so need.

In a space of our multi-diverse, multi-cultured, multi-traumatised world – the seething boil has at last burst! And I am relieved, because we can now truly have the conversations that count without the euphemistic ‘niceness’ that is hiding the brutal facts.

Our thinking has to evolve! So we welcome ‘disruptions’! They spur us to continue to calibrate and seek deeper for that co-operative and inclusive space of natural hierarchies, rather than those ego-based, imposed hierarchies driven by self-interest, power and greed which only benefit a few.

We need to continually practice ‘crossing the road’. We need a 4D+ map for our 3D world®!

WHAT WOULD THESE CONVERSATIONS LOOK LIKE?

They include both hard and soft issues and experiences, processes and systems that impact our national psychology, values, economics, social justice, education, health, generosity of spirit, and a drive for the next levels of integration. In fact – everything!!!

These conversations take into consideration the vast mix of mindsets, worldviews, experiences, processes and systems that impact our national psychology, values, economics, social justice, education, health, generosity of spirit, and a drive for the next levels of integration. In fact – everything!!!

To do this we have to WAKE UP! to see and build the capacity to look at what we do not want to see.

Then we have to GROW UP! To take on the complexity and the responsibilities necessary for adult maturity! (I hear so often in the workplace and in families and in government institutions: – “If only he/she would grow up - just act with some maturity!”)

Well – here is our chance! (We have had many by the way – many of us have not listened!) And why? Well, as a human race we are only 12 minutes old in a 365 day long year! We are young! We are not yet competent! We are trying to find our way! We are making mistakes! We are impulsive, unable to control our hungers and our anxieties! Yes, we are still babies finding our way!

It would need to be a 4D+ map for our 3D world® that can:

- Offer sight onto different perspectives, both vertically and horizontally, and enable a way to allow the films of illusion to clear
- Honour the vast range of intelligences available to us as a whole, knowing that each part is vital (a cell to the organism).
- Engage the vast range and levels of understanding and interpretations to include: my view, your view and our view (not just MINE)
- Show that our differences are not the enemy – our limited and partial and unconscious shadow mindsets are!
- Address FEAR, DENIAL, BLAME, & AGGRESSION
- Invite that deepest need for all of us to be seen, validated, valued, secure, trusted, and to grow.

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It would need to be a 4D+ map for our 3D world® that can:

- Offer sight onto different perspectives, both vertically and horizontally, and enable a way to allow the films of illusion to clear
- Honour the vast range of intelligences available to us as a whole, knowing that each part is vital (a cell to the organism).
- Engage the vast range and levels of understanding and interpretations to include: my view, your view and our view (not just MINE)
- Show that our differences are not the enemy – our limited and partial and unconscious shadow mindsets are!
- Address FEAR, DENIAL, BLAME, & AGGRESSION
- Invite that deepest need for all of us to be seen, validated, valued, secure, trusted, and to grow.

To do this we have to WAKE UP! to see and build the capacity to look at what we do not want to see.

Then we have to GROW UP! To take on the complexity and the responsibilities necessary for adult maturity! (I hear so often in the workplace and in families and in government institutions: – “If only he/she would grow up - just act with some maturity!”)
CAPACITIES AND COMPETENCIES

There are a number of competencies, and internal capacity creating developmental stretches that need to take place for us to respond to a world that is pushing us all to new frontiers. There is so much complexity and vast sensory overload! Even the simple tasks will rapidly multiply and ‘overwhelm’ will be the order of the day. As an organisation we will need to prepare our people; as individuals and family members, and members of various communities, we will need to have the kind of coaching, support, and interventions that will help us assimilate, cultivate, integrate, and take action with ease.

LEADERS will need to become INTEGRAL DESIGNERS...

…and architects of note, in sourcing, accessing, initiating, solving, and prototyping the ‘new world’. This stage of our evolution in modern life is being termed the Fourth Industrial Revolution (Davos 2016 WEF). We will have to cultivate some very distinctive capacities and competencies in order to navigate our way through. Leaders today are going to have to work with upgrading their own internal operating systems and those of their organisations into becoming integral operating systems. Preparing coaches that can support this development will mean that these coaches need to similarly develop some of these competencies.

Our new realities are in our own making and the internal and external capacity development needs are high! My adaption of these competencies and roles, worded towards leadership, are listed below -with acknowledgements and apologies to the originators.

1. The ability to deliver immersive and intuitive experiences that are tailored for their industry (Gavin Kelly – Artefact)
2. The ability to work with media (Glen Murphy)
3. The ability to integrate holistic business design (Yves Béhar)
4. The ability to conduct teams through the complexity barriers (Bill Buxton)
5. The ability to provide conceptual leadership and creative vision through being versed in the ‘language’ of all cultures: this requires visual fluency and the ability to balance collective possibilities with individual styles (Matias Duarte)
6. The ability to cultivate embodied interactions: this requires thoughtful attention and skill at persuading disparate business stakeholders of a product’s viability, while also being able to access the resources needed to deliver on it (Matt Schoenholz)

And perhaps my favourites are:

7. Becoming a fusionist: this will require that a leader has the ability to transform an element in one form to another and in doing so create cross-disciplinary (function) opportunities. (Atsa Roseway)
8. Being an interventionist – which will require the ability to help people digest new ideas, and build towards a better future (Ashlea Powell).

And ultimately -

The 4D+ leader will need to be able to access the full spectrum of human experience This takes years of practice to operate at a high level – just like free lunches, there are no quick –fix solutions!. The 4D+ leader will be able to unite teams to create spaces in which to solve complex interaction problems, allowing interconnectivity, communication and cooperation to reach unprecedented levels.

These shifts will need to start in many areas, one of them being a shift in school curriculum! So the disruptors to current ways of thinking and doing are necessary to bring about disruptions that will shift things through exponential trajectories. In our evolution, we will come to see that even some medical treatments will be looked upon as barbaric in its current form.

THE CHALLENGES ARE DEEP!

Ultimately, leadership must ensure a healthy society; business will need to connect itself to social development, while governments need to truly play their role as public servants in service of this fusion. Power needs to shift its consciousness so that the economic, health, education and social landscapes are better for all. And with this singularity –there will be no need for jobs for leaders!

Now what a radical idea is that!

ABOUT DR. PADDY PAMPALLIS

CEO of The Coaching Centre

Founder Director of The Integral+ Africa Institute™ and the TCC Ubuntu Coaching Foundation™ Her pioneering spirit and commitment to integrating practice has seen her as part of the founding steering committee for setting up COMENSA, CETASA, and as the first chair of the Supervision Portfolio Committee. Her ground-breaking research in the supervision of executive coaches is internationally recognised. She has been part of international expert panels and engaged in both local and international coaching initiatives
There is no Permission in Overwhelm
Reginald G. Jackson, Sr. (USA)

We ask permission countless times a day. We do this at work, at home, at the store, or sometimes even with perfect strangers. If you have ever been in line at the register with only a few items, you may have asked the person in front of you if you could get ahead of them. I’m sure you can think of many other ways you ask for permission. Believe it or not, even requesting leave on your job is asking permission. On the other hand, there are probably just as many times during the day when you wish someone asked your permission. Instead, you are left with feelings of confusion, disrespect, maybe even anger. There is the car on the road that zipped in front of you, or the co-worker who took credit for your work without acknowledging your contribution! How about the neighbour who has guests over and they park in front of your mailbox, block your driveway, or park in your designated spot! If any of this has ever happened, you can more than likely relive the memory, to include the emotion(s) you experienced in that moment.
Permission is defined as “the right or ability to do something that is given by someone who has the power to decide if it will be allowed or permitted”.

If you have ever had so much going on, or so much to do you did not know where to start, you may have been overwhelmed. It’s the point where you feel stressed or confused. Some people even feel paralysed and find it difficult to function. It’s a downward spiral and can affect everything you do! How does this happen, you ask? Everyone can have a slightly different answer, but it boils down to adding one thing after the other until it reaches the tipping point. It’s almost as if we live unattended; like grasing cattle roaming in a pasture. When you look at it this way, it does not seem very empowering. At the very moment you felt overwhelmed, chances are, you didn’t knowingly “allow” this to happen. You did not give permission for this to occur. Let that marinate – you didn’t give permission! Permission is a request; a conscious act. It’s intentional. It’s when you give permission! Permission is defined as “the right or ability to do something that is given by someone who has the power to decide if it will be allowed or permitted”.

Consider these three steps when a request is out of overwhelm.

1. Set boundaries
   - decide what you can/cannot or will not do. Like physical boundaries such as a fence or a wall, they are made to keep things in or out.

2. Evaluate the request
   - what does it mean (to you) and is it something you want or don’t want?

3. Consider the consequences
   - if you grant permission, what will it mean and are you in agreement; now and in the future?

While it may seem simple, this can be a powerful (and empowering) way to approach decision making. Remember – there is no permission in overwhelm.

China is the second largest economy today. This means that for business it is a significant player in their success and a place not to be ignored. But on a grass roots level what does this emergence mean for business and therefore leaders and how do executive coaches contribute?

China is a market where opportunities flow in abundance. This makes it a very exciting place to be but also a place where you can easily get caught up in the energy and excitement of all possibilities and lose focus. Success stories in this market are about staying focused but flexible, having a clear strategy and then executing, basically making things happen. The speed to market here is all about making things happen. Unlike other markets, development occurs at such a speed here, that the customer is part of the process. New technologies are assembled onsite by the customer, with them playing an active role in the testing and developing of change.

New ways of working is about the leader becoming more aware of themselves and those around them including their environment. This cannot be done alone. It requires a partner who walks beside you, observing you and hearing what you say, feeding back what is heard and identifying any inconsistencies or limited perspectives, identifying assumptions or negative thoughts or fears. This partner has to be your number one fan who cares about your success and your overall self confidence, because it is in the toughest of times and the happiest of moments that they must be able to provide honest feedback to you, bringing greater awareness. This partner is an executive coach.

ABOUT REGINALD G. JACKSON, SR.

As a Personal and Business Coach, he works with individuals, as well as groups, inspiring them to move outside their comfort zone and realise their greatness. His journey up to this point is interesting and quite diverse. Having served in the Marine Corps for more than twenty years, he often a unique blend of leadership, wisdom, and compassion. Over the span of his career, he trained, counseled, and mentored hundreds of Marines. It was during that time he developed the insight and awareness that makes him such a powerful Coach. Since retiring from the Corps in 2007, he has held leadership positions in the IT industry, to include consulting and project management. Working with others and seeing “the light come on” is especially rewarding.

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This has a flow through impact on leadership. In China to be flexible and fast to market requires being able to identify where you can contribute or rather differentiate from others, designing a strategy and then working out how to execute on your strategic intent. To achieve this means being open to thinking in a different way, changing systems and processes to support change and speed and being open to learning. Basically, it means that you have to be very aware of how you think, what you believe and how you feel. It means knowing a lot about all of these areas so you can quickly ascertain if any of these areas limit your ability to succeed. This is where executive coaching becomes a critical component.
One of the greatest challenges an executive coach faces in this market is the concept of ‘being right or not being open to learning’. Managers who work in this market sometimes feel that it is a bit like being sent to the last frontier, they are alone, treading where no one else has yet been, seeing things for the first time, required to make a big difference and fundamentally bring about large profits and growth. They are chosen because of their expertise or skill. This can make them feel they are an ‘expert’ entering into this market and yet it is less about their expertise, but more about their openness to learning quickly and make decisions. Decision making is inhibited if you are protective or uncertain. If your profile or status is important to you then you protect it at all costs. If your confidence is not great, fearing uncertainty, then decision making is impossible. Decision making exists in the same realm as creativity. It is about removing stress or fear, it is about being able to cope in times of great uncertainty, it means being able to trust who you are and value who you are, to take you into new frontiers. None of this is possible if you have to continuously prove you are right.

For the executive coach this means identifying patterns of behaviour or language where being right is demonstrated. It means being courageous enough to highlight this. For a person who is right, has valued perfection over openness. For an executive coach shifting perspective is critical. It begins by providing another perspective, exploring the scope of it and all its possibilities. It means building a vision and a path forward that delights rather than scares. It is about supporting thinking out of negative realms into positive ones. It is about ‘holding a bigger vision’ for a person that they sometimes are able to hold for themselves. It is about committing to their success through feedback and a directness that takes courage to deliver. The end result though is the slow gradual slipping away from fears into a state of confidence. The transition also brings about a calmness, a strength of presence and a focus that is razor sharp. When a leader makes this transition, decisions come quickly, change is fast and creativity flows. New frontiers are created by them and businesses develop.

These are the characteristics of successful leaders in China and their executive coaching partner.

ABOUT BRONWYN BOWERY-IRELAND

Bronwyn has worked at the executive level in many different types of organisations including the Corporate sector, government sector, non-profit, education sector - tertiary, and have set up three businesses. The latest one is Lissom Group. She has also worked in many different types of industries. All of this experience and knowledge gained has given her a passion for strategy and business ideas. She thrives on seeing business opportunities and either executing them herself or supporting others to do so.

Currently, through Lissom Group, she works with over 20 multinational organisations at the leadership level. This scope of work allows her insights into trends, changes and success in the APAC region. Bronwyn support leaders through a coaching process as they drive the agenda for their success and the organisations.

She currently lives in Shanghai and have been there for eight years, loving the dynamic environment and rapid changes occurring.

The IIC&M is the approved Accreditation Body for both coaches and mentors whose focus is to create excellence in the coaching and mentoring professions. Creating excellence has multiple focuses:

- Knowing that if you select to work with an IIC&M Professional or Accredited Coach you will be working with someone who is demonstrating not only their quality as a coach but also their level of competence.
- Demonstration of professionalism.
- Continuing your own professional development.

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Being a Professional Coach in the 21st Century – more than just a title!

Why it is that someone can call themselves a coach when they are not? There is danger in the unregulated system that we currently have whereby clients are working with coaches who are not professionally trained, qualified and/or accredited at the highest standards. That is no longer acceptable. Clients must have confidence that the coach they have hired has the necessary knowledge, attitude, skills, habits and experience to provide exactly what they need. They need to know that they can trust the standards that the coach confirms that they have attained. And through the attainment of these levels of accreditation, coaches (and coach training providers) can provide categorical validation that they can do what they say they can do. To that end, the IIC&M will never renege on its commitment to set, maintain and enhance the quality standards for coaching excellence.

- David Monro-Jones AMC ASM, Business Coach and Mentor, IIC&M Managing Director

Coaching has transformed over the last 16 years, moving from relative obscurity into the accepted norm for personal and business growth. This has led to a massive increase in training providers. The challenge for the unsuspecting client of both coach training and hiring of a coach is the wide variety of standards. Therefore, it is now imperative in my view, that coach training organisations and coaches align themselves to a professional organisation and ensure their coaching and their courses are accredited. The other imperative is for clients, in order to protect themselves and their investments, my strong advice would be to only purchase services from organisations or coaches who have reached the standards required by an International Coaching Organisations such as the IIC&M.

- Curly Martin AFC AFM, International Bestselling Author, Director, Coach, Intl. Head of Standards and Ethics (IIC&M)
The IIC&M is run by a team of professional coaches and mentors and three of these professional coaches have expressed their belief in the future of coaching in the 21st Century. Moving from where it is today to being acknowledged as a formally recognised profession.

"How does any client make a selection? They tend to focus on the differentiators between you and all the other coaches and mentors out there. So to stand out in a sea of sameness you need to be creative when it comes to making it easier for prospective clients to find you. That’s where the IIC&M will help you; being accredited gives you some leverage, it adds to your credibility, it’s reassuring to the client, and it shows you’re committed to your profession."

-Dawn Campbell
AMC AMM, Health Coach, Author, Editor, Intl. Head of Accreditation (IIC&M)

What does being a Professional Coach in the 21st Century mean to me?

- I stand out from the crowd.
- I am demonstrating my experience as a coach through one of four levels of accreditation with the IIC&M.
- I am demonstrating that I have been assessed by one of the few legally recognised, autonomous Accreditation Bodies.
- I received pre and post support gaining my accreditation.
- I support my personal, professional, and business development through a rich source of information in the Insight Magazine as well as recorded and future webinars.
- I am part of a growing global community of coaches who are all committed to creating excellence in the coaching profession.
- I am able to demonstrate my own personal and professional development and growing experience by moving through the higher levels of accreditation.
- I can choose to demonstrate my Continuing Professional Development through gaining my Professional Coach status.

So how can the IIC&M help you stand out from the crowd and be that noticed and preferred coach? There are many ways, and to mention just a few:

- Join the IIC&M and demonstrate your quality as a coach by attaining the level of accreditation that confirms your experience and competence as a coach.
- Be listed on the IIC&M’s Directory of Coaches.
- Gain your professional status and demonstrate both your accreditation as well as your commitment to your ongoing and continuous personal and professional development.
- Being a member gives you access to the monthly Insight magazine as well as the large range of webinars. You have access to the historic recordings as well as the future scheduled webinars covering topics from starting or growing your business, to marketing yourself and your business, to personal and professional development, to mind-set and attitude.
- Take advantage of the access to coaches and mentors worldwide, for networking, business development and growth, support, supervision, coaching and/or mentoring.
- Membership gives you the opportunity to benefit from advice, guidance, and support.

Demonstrating your commitment to your professionalism gives you access to the IIC&M which is an incredible resource.

IIC&M
The IIC&M is an officially approved International Accreditation Body for Coaches, Mentors, Training Organisations and Clients creating excellence in the coaching and mentoring professions
www.IICandM.org
www.IICandM.org/ICNissue14
info@IICandM.org

More information? Contact Hilary Dingwall-Fordyce (hilary@IICandM.org)
Y finalmente, aquí estoy hoy. Después de 20 años de estudiar y trabajar, con la carrera de ingeniería, porque además tenía que ser una carrera que marcaba la diferencia.

Y al final, aquí estoy hoy. Después de 20 años de estudiar y trabajar, con la carrera de ingeniería, porque además tenía que ser una carrera que marcaba la diferencia. “Haz una carrera, pero si es posible hazte una carrera y sé una mujer de provecho”.

Patricia López (Spain)

¿A ti también te dijeron haz una carrera y sé una mujer de provecho?

No sé si estarás de acuerdo conmigo, pero yo creo que al 80% ó 90% de la generación de los 70 y 80 les dijeron: haz una carrera, consigue un trabajo fijo... como Dios manda, y serás feliz, tendrás un sueldo y seguirás el camino correcto, porque eso es lo que hay que hacer!

Estoy convencida de que a ti también te dijeron eso, verdad? ¡o fuiste de ese 10% que tuvo la suerte de que sus padres le dijeran:

Es mi padre y sé una mujer de provecho?

Y entonces salieron los miedos, esa voces... En mi caso, el ambiente y terminas pidiendo a gritos con el suelo, te ves al final de la calle, porque a ti no me dijeron eso.

¿PREFIERES EL CAMINO LARGO O EL CORTO?

Pero no fue posible, fue técnica, ya no era tan, tan, pero valió, pasé el filtro. “Y después, consigue un trabajo con un sueldo y que el horario sea bueno... aunque fíjate, el horario importaba menos porque bueno, oye, si había que echar horas es normal, estaba asumiendo, se hacía y ya está. ¿Cierto o no?

Y sí, eso fue lo que hice, conseguí un trabajo, al principio como becaria que ya se empezaba a llevar eso de los becarios, luego dos añitos en prácticas y al final pasé a ser fija, con un sueldo bueno. ¡Consegui el sueño ansiado!

Y la verdad es que al principio era una experiencia nueva, estaba haciendo lo que supuestamente había estudiado y creía que me gustaba. Y tengo que decir que hoy miro atrás y estoy contando de haber estudiado lo que estudié, de haber adquirido ese aprendizaje o esa información porque, esa era otra, entonces lo de los aprendizajes... en fin (lo de la educación lo dejamos para otro momento que me enciende!), más bien eran conocimientos y documentación que te soltaban y tú la cogías y hacías con ella lo que podías. Pero, bueno, estoy contenta de haberlo hecho, de haber incorporado todo lo que me enseñaron, de haber conocido a la gente que conocí, de haber trabajado y haber aprendido muchas cosas también... sobre todo en mi primer trabajo, en mi primera empresa; y de haber conocido a mis compañeros con los que luego, en su mayoría, he hecho el largo viaje hasta hoy.

El camino después fue cuesta arriba, todo fue empeorando. Empresas más rancias, más grises, personas más tóxicas, más tristes también. Que luego pensando... es que todo va unido, lo gris atrae, es como los agujeros negros. Y se va contagiando y te vas apagando, haciendo pequeña. Y, al final, lo que empiezas a sentir es que deseas que lleguen las 18h y luego los viernes, y más adelante te empieza a costar levantarte, llegar con algo de ganas y energía, sonreir. Cada día es peor, tú estás mal y lógicamente tu trabajo tampoco es brillante ni creativo, ni tienes ganas, ni nada...

Y todo eso, te des cuenta o no, lo vas transmitiendo, se va quedando en el aire, en el ambiente y terminas pidiendo a gritos con tu silencio, salir de ahí. Y en mi caso personal tuve la suerte de que probablemente gritara mucho interiormente al mundo “NECESITO UN CAMBIO, POR FAVOR”, y el cambio llegó.

Ese cambio de aires, de lugar y de actividades que para muchos es muy malo, para mí fue muy bueno, me permitió sentarme a pensar y hacerme preguntas:

¿qué hago?, ¿qué quiere hacer con mi vida? ¿qué quiero sentir? ¿cómo quiero vivir? ¿qué quiero enseñar a mi hijo?

No sabía lo que quería hacer exactamente pero lo que sí que tenía muy claro era que no quería seguir donde estaba, ni haciendo lo que estaba haciendo. No quería nada de eso.

Y entonces salieron los miedos, esa voces que está en tu cerebro más antiguo, en tu cerebro reptiliano, que te habla cuando llegan ciertos momentos, los cambios, las novedades, lo desconocido... Pero, si yo quería un cambio, salir de eso ¿pasaba? ¿qué me estaba diciendo mi cabeza? Pues que a ver dónde iba o qué iba a hacer, que lo mejor era ir de siempre, lo conocido, lo que todo el mundo hacía. Lo que me habían enseñado y contado, lo que subyacía en mi mente y me había traído hasta aquí.

Y empecé a indagar sobre ello, a conocerme más, a aprender sobre el desarrollo personal. Entonces descubrí las creencias y entendí lo que pasaba en mi cabeza.

Mis creencias se estaban manifestando. Esas estructuras, esos mapas, tus guías, tus filtros para vivir en el mundo, lo que hace que tu vida cambie como camino, lo que hace que veas el mundo como lo ves y que actúes y te comports como lo haces. Y lo que hace que cada uno vivamos,
entendamos y actuemos de forma diferente. Ellas te han guiado hasta aquí, las tenemos grabadas desde que somos pequeñitos y son tan profundas que ni siquiera nos damos cuenta de que están actuando por debajo. Creencias como:

- tienes que conseguir un trabajo fijo
- tienes que trabajar por cuenta ajena en una empresa, o incluso mejor ser funcionario
- tienes que hacer una carrera porque, claro, tienes que hacerte un hombre de provecho, una mujer de provecho, como dios manda y hacer lo que tienes que hacer, porque eso es lo más importante...

Si te inculcaron estas creencias, eres de los míos...

¿QUIÉN QUIERE QUE GANE: ELLAS O TÚ?

Yo conseguí darme cuenta de que esos mapas, eso que había dado por bueno hacía muchos años me estaba limitando, y hoy algunas las tengo desmontadas de mi cabeza, identificadas y trabajadas.

Y como esa hay otras que también están en proceso de desmontaje, eso es lo bueno que tenemos, el darnos cuenta de que esas creencias son flexibles, son evolucionables, son modificables, incluso eliminables o sustituibles. Y de eso tenemos que hacer uso, del autoconocimiento, de la autocrítica y el tomar conciencia. Ser capaces de reflexionar sobre nosotros, nuestra situación, cómo estamos, qué pensamos, cómo nos movemos en el mundo y si queremos seguir así, si queremos mantener esas guías que son nuestras creencias y nuestros valores o queremos cambiarlos o sustituirlos por otros que nos permitan crecer y avanzar.

Ahora estoy aquí, en otro punto del camino, muy contenta de lo caminado, de lo aprendido y evolucionado y feliz de las decisiones tomadas. No pienses que es de color de rosas, ni sencillo o rápido pero es lo que quería y me dictaba el corazón y así, todo lo que va llegando se recibe de otra manera y se enfrenta desde otra posición.

Desde una energía y motivación permanentes. El camino a la felicidad.

Espero que mi historia y mi experiencia te hayan servido para identificar algo, para darte cuenta de algo, eso es lo más poderoso, el ver donde estás y si quieres seguir ahí o no. Eso para mí es el éxito.

Ahora te toca a ti, este es tu momento, piensa, reflexiona:

- ¿Qué creencias tienes?
- ¿Qué te dices?
- ¿Qué piensas acerca de cómo haces y vives?
- ¿Qué normas sigues que a veces no sabes ni por qué las sigues?
- ¿Qué creencias tienes que no te están dejando ser lo que quieres ser, ni llegar donde quieres llegar?

Y si quieres compartirlo contigo, por favor, deja tu comentario y estaré encantada de contestarte y de ayudarte en lo que pueda.

Un abrazo.

ABOUT PATRICIA LÓPEZ

Trabajo con ingenieros que se sienten desmotivados, frustrados, aburridos, con trabajos repetitivos sin libertad ni creatividad, sin planes de desarrollo y además presionados y mal pagados.

Les ayuda a que aumenten su calidad de vida, mejoren su salud, optimicen su tiempo, generen felicidad en sus relaciones personales, encuentren de nuevo la ilusión y las ganas e incrementen su economía y sus finanzas. Les acompaña a tomar conciencia de cómo están, dónde quieren estar, qué metas tienen y quieren, y qué pasos dar para lograrlas.