FEATURED
COACHING AS AN APPROACH TO ORGANISATIONAL DEVELOPMENT

INTERNATIONAL COACHING NEWS
2ND EDITION - BUSINESS COACHING - JANUARY 2013

COACHING AS AN APPROACH TO ORGANISATIONAL DEVELOPMENT

ENTREPRENEURIAL COACHING
learn more on it’s secrets

10 HABITS OF EFFECTIVE BUSINESS COACHES

YOUNG TITANS IN BUSINESS

ROMANIAN SECTION
PROFIL DE LIDER

HUNGARIAN SECTION
A Magyarok Egyetlen Igazi Választása a Növekedés

A RELATION TIP
Beyond the Tipping Point
Welcome to the 2nd edition of the online International Coaching News (ICN) magazine. Since its launch in September 2012, we have had a growing number of writers contributing an array of exciting articles, and unsurprisingly our readership has grown to more than 20,000 people in just a few months. The January edition is packed with more than 30 carefully selected articles on Business and Executive Coaching, Holistic Health Coaching, Marketing Coaching and much more. As a world first, we are publishing in English, Romanian and Hungarian.

Contributions from esteemed writers and experts namely Malcolm Nicholson, Patricia Lustig, Ken Keis and Richard Norris, include a variety of topics such as ‘Coaching as a tool for organisational development’, ’The powers of assessments in coaching and business’, and ‘Executive coaching supporting organisational renewal.’ This quarter’s issue also includes a book review by Cristina Palma on “Co-Active Coaching” written by Henry and Karen Kimsey-House, Phillip Sandahl and Laura Whitworth; and Tamar Kasriel’s “Futurescaping” reviewed by Eleanor Cooksey.

This edition is more than just providing you with helpful coaching tools, personal development ideas and professional development techniques. It provides you with the access to some of the world’s greatest coaches and training companies, and provides you with access to 20,000 people who are commenting and sharing ideas on this life-changing initiative.

If you would like to increase your profile, and would like to be published, or indeed if you wish to share ideas on coaching and personal development, we would encourage you to submit them through our web form at http://www.international-coaching-news.net/write-for-icn/ or email me at editor@international-coaching-news.net.

For advertisers interested in tapping into our 20,000 people strong reader base, feel free to contact our media consultants at advertise@international-coaching-news.net. Remember to subscribe to get your free copy today when you log on to http://www.international-coaching-news.net/subscribe.

We have much to look forward to in 2013 and we hope to inspire you with what ICN offers. Look out for our 3rd edition which will be on Life Coaching coming out in March-April 2013.

All the best,
Shariza Signe,
Editor, ICN
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"The coaching needed to be of a certain kind that could accommodate a range of outcomes and scenarios that was a lot more complex than a simple GROW model conversation and sending them off to do their homework."

By Malcolm Nicholson

The following is taken from an interview with Dr Geoffrey Abbott, a leading authority on international coaching. He is a lecturer, author, executive coach consultant, and Director of the Centre for International Business Coaching, (see www.internationalbusinesscoaching.com)

Nobody denies that the nature of business now is fundamentally global. Even if an executive is sitting in front of a computer in an office – and travels nowhere - work is inevitably and increasingly international and interconnected. We are virtually connected through the movement of the financial markets and international capital, mergers and acquisitions and through the growing power and influence of the “BRICs” countries of Brazil, Russia, India and China. Business is undeniably international and global.

What is less clear is how well executives are coping with this new reality. A recent survey by IBM of over 1500 CEOs found that only half considered themselves prepared for the complexity of the global business environment that is unfolding. At lower levels and in smaller companies the situation is even more challenging. My experience is that the vast majority of executives and business people are struggling with the constant barrage of change – often coming at them in multiple waves and forms. They are not sufficiently across the breadth of business landscape to enable them to make sense of the kind of business situations in which they find themselves.

So, where does coaching fit in this highly complex, shifting landscape? Coaching at its best, informed by good theory and practices and case studies around international business in the true sense, is brilliant and uniquely placed to encourage people into new kinds of conversations that deepen and build their cognitive capacity and enable them to make sense out of circumstances that are extremely complex.

From systems thinking and cybernetics comes Ashby’s ‘Law of Requisite Variety’; If a system is to be stable the number of states (or variables) of its control mechanism must be greater than or equal to the number of states in the system being controlled.
More simply put, “only variety can absorb variety”. What that means is that if you have a complex situation, you will need a complex solution or at least a sufficiently elegant and sophisticated solution to meet the complexity of the situation. So for example, if you have a football team full of the greatest strikers in the world, playing against another mixed team of less illustrious players who are all playing in their correct positions, you can be sure that the mixed positions team will win because of their variety.

Similarly, in our minds, we need to be sufficiently complex and sufficiently advanced in our thinking to be able to make sense of the new kinds of business problems that are accelerated by activities like acquisitions and mergers, by environmental forces, by global financial forces, the ups and downs we have seen in the marketplaces, by resource shortages, medical, religious & social pressures to name but a few! They are not all new, but they are undeniably far more challenging for executives than they were in the past. The interrelatedness of these pressures provide the complexity. Once multiple forces are at work the resultant system acts like a complex adaptive system with emergent and unpredictable results that throw carefully constructed plans out the window.

The bad news is that this momentum towards uncertainty and change is only going to increase. Our choice is to be overwhelmed – or look for new approaches that can give us traction.

This is where coaching comes in. What coaches do, when properly informed and themselves coming from a fairly deep understanding of this nature of complexity, is to ask questions, challenge and introduce ways of thinking that can help executives become better at managing these problems. 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. To use a metaphor, it is much more fun and safer to surf waves than to fight against them. Coaching helps people turn the energy of the turmoil into productive change rather than inertia or panic.

“There is a fantastic Harvard Business Review article by Snowden & Boone (November 2007) ‘A Leaders Framework for Decision Making’ that introduces the Cynefin Framework, (see sidebar below) which is based on the premise that the way a problem is categorised impacts on the nature of the leadership response. Few leaders and coaches work from a clear understanding of this kind and are therefore immediately limited in their effectiveness. The Cynefin framework helps leaders sort issues into one of four main contexts: simple, complicated, complex, chaotic & disorder. (The fifth context, disorder, applies when it is unclear which of the other four contexts is predominant. The way out is to break the situation into its constituent parts and assign each to one of the other four realms. Leaders can then make decisions and intervene in contextually appropriate ways.)

Increasingly, we are finding that the types of problems people are facing are in the complex context. This means they are not open to immediate solution, they need exploration, and, in the term used by Snowden & Boone, ‘Probing’. Too often, executives look for solutions that are cut out of data analysis, expert opinion and mechanistic models that – on their own - don’t work.
Coaching enables executives to step back and check out the nature of the problem situation. If problems are complex, coaching helps executives shine lights in dark corners, probe, discuss reframe and develop multiple solutions enabling them to be more aware of what they are facing, see things from new viewpoints, assimilate complex concepts, and address real-world problems and opportunities with multiple options & directions.

Let’s look at a case study as an example. In my research dissertation a few years ago I was applying these sorts of approaches to one of the case studies where I coached a senior executive, a region manager of a multinational. He was a North American based in Central America, managing right across Central & South America. We explored the complexity of his regional manager role in Latin America where - at the same time - he was developing his own business, a coconut water importing business into the USA. So what we were working on was multiple levels of complexity around:

- His senior and responsible multinational regional manager role
- His Central American country manager role
- Development of what eventually became his own large scale coconut water importing business, harvesting, packaging and marketing the product (It’s now a highly successful business).

Each individual role was challenging enough. Together they made up a leadership minefield. I’m not saying that coaching alone made it a success, but what coaching did was provide an avenue for him to explore the inter-relationships with the different forces that were going on in the moment, and to deal with things in a very broad way; to manage things like running a country office, running regional managers, succession, manage his own relocation back to the USA, family issues, complex customs issues and in-the-moment issues with a difficult country manager in Chile. He found that coaching was an invaluable aid enabling him to make sense of these difficulties and to also help him make sense of his own anxiety around his decision making. Many senior people who appear confident will, when you get them in the quiet reflection of a one-to-one conversation, admit that this stuff is scary! And they do face anxiety and self-doubt – they need to go out and persuade people to put money into their business for example, whilst at the same time need to give people faith in them as leaders in serious situations. They need to have that confidence yet also the humility at the same time. So coaching was invaluable. The coaching needed to be of a certain kind that could accommodate a range of outcomes and scenarios that was a lot more complex than a simple GROW model conversation and sending them off to do their homework.

Bringing it back, I’m heading an organisation called the Centre for International Business Coaching, and what I’m working on is drawing together the very latest thinking – and there’s a whole range of stuff coming from a variety of approaches: from adult development (the work of Robert Kegan), Cross Cultural work (from Geert Hofstede and others), the GLOBE Values study – and so on. People we work with have a very good understanding of the conversational possibilities built on a foundation of sound research, theory and practice.
The high end of the coaching industry is starting to come to grips with the complexity and paradoxes leaders have to deal with. For example, five years ago workshops on complexity theory and coaching didn’t exist. There are a few organisations in the coaching education market above a certain level that are helping good people add value above and beyond anything that was talked about a few years ago. Now the lights come on, we and others like Noble Manhattan are offering approaches that suit the nature of the problem situations that executives are confronting. We are now offering systemic possibilities to help individuals and organisations make sense of messes. We tend to get into organisations, and see their initial requests and then evolve and grow our responses.

To sum up, executives really need what has been termed by the Thunderbird School of Global Management a “Global Mindset”. That is, they need to be able to work with and influence people who have completely different ways of seeing the world. Executives need to have the cognitive agility to move across different situations and adapt their ways of thinking and behaving so they get the impact they need to be successful. Coaching – done with the same flavour – offers a way of having powerful and deep conversations that offer up new possibilities to generate creative and innovative strategies for problem situations that are becoming increasingly intractable.

Dr Geoffrey Abbott is a leading authority on international coaching and a master coach in this field. He is a lecturer, author, executive coach consultant, and Director of the Centre for International Business Coaching, (see www.internationalbusinesscoaching.com)

His work gives attention to how coaching methodologies can promote cognitive complexity in executives, thereby better-equipping them to tackle the complexity of their business contexts. He is an expert on applying paradoxical thinking styles to coaching conversations. He believes coaching is most effective in the mode of ‘serious play’ – proposed by American philosopher and educationalist John Dewey as the idea state for problem solving.

Geoff is Corporate Educator with the Queensland University of Technology Business School, where he teaches and coaches in the Masters programs. He facilitates corporate leadership development programs and facilitates international programs on holistic systems thinking.

He is co-editor of the Routledge Companion to International Business Coaching (Moral and Abbott, 2011), to which he also contributed several chapters. He has written extensively on cross cultural and global coaching. He recently presented his international coaching research at the 2011 European Academy of Management Conference in Estonia.

He has extensive executive experience in corporate strategy for the Special Broadcasting Service, Australia’s national radio and television multicultural broadcaster.

The Centre for International Business Coaching is based in Brisbane and has representatives around the globe. The Centre provides a variety of international coaching services, including open and customized seminars. See www.internationalbusinesscoaching.com for more.

The interview was conducted by Malcolm Nicholson, UK Director for the Centre for International Business Coaching, who is also coaching director of Aspecture (see www.aspecture.com).
Everyone knows that the current economic environment is a scary place since so much change is happening so very quickly. For organisations to remain viable and successful, therefore, they need to renew, or re-invent themselves on a regular basis. And to do that, their leaders need to constantly assess and monitor where they are and what needs to happen. They need to make decisions regarding the changes needed and then need to lead that change. But as humans we try to find something that works and then stick to that – status quo is comfortable. That is where Executive Coaching comes into its own and really flexes its muscles.

The Cynefin Framework is based on the premise that the way a problem is categorised impacts on the nature of the leadership response. Few leaders and coaches work from a clear understanding of this kind and are therefore immediately limited in their effectiveness. The basic model contains four kinds of problems:

- **Simple:** The domain of best practices - These problems can be categorised and fixed. Sense, categorize, respond; Ensure proper processes are in place; Delegate; Use best practices; Communicate in clear, direct ways; Understand that extensive interactive communication may not be necessary.

- **Complicated:** The domain of experts - These might not be immediately solvable, but experts can fix them with enough time, knowledge and resources. Sense, analyse, respond; Create panels of experts; Listen to conflicting advice.

- **Complex:** The domain of emergence - These are changing, have multiple ways of being approached, and can’t be ‘solved’ – but can be navigated after probing and sensing. Probe, sense, respond; Create environments and experiments that allow patterns to emerge. Increase levels of interaction and communication. Use methods that can help generate ideas; open up discussion: set barriers; stimulate attractors; encourage dissent and diversity; and manage starting conditions and monitor for emergence.

- **Chaotic:** The domain of rapid response - These kinds of situations requires immediate attention with the aim of moving them to another category. Act, sense, respond; Look for what works instead of seeking right answers; Take immediate action to re-establish order (command and control); Provide clear, direct communication.

EXECUTIVE COACHING SUPPORTS ORGANIZATIONAL RENEWAL

by Patricia Lustig

Renewal can begin anywhere in the cycle, but all qualities must be visited for an organisation to renew itself. During Insight, we gain an understanding of where the business is and what is happening around it (internal and external scanning). This includes both risks to the business and potential opportunities.
What exists to prepare the people in the organisation for the future? It will also be questions around what is happening in the external world that might be an opportunity, or if it is a threat, how could it be turned into an opportunity?

From this information, you can help your client to develop viable options to ensure success in the medium term future. What does their business need to be doing NOW in order to be successful in the long term too? How do they mitigate the risks they might encounter? What do they need to stop doing? (this is very important; budgets are finite and usually something needs to be dropped if something new is begun). What do they need to do differently? Creativity and innovation processes are needed to develop what needs to happen/change in product line(s), service line(s) AND organisational processes. You can help your client by encouraging their thinking along these lines. There are many options available; your questions, which encourage reflection, will help to narrow these down. Also you can encourage your client to ensure that they give the innovation process the time it needs.

Machinery is the ways in which a business makes things happen, the implementation of the strategy that has been decided upon. You could look at Executive Coaching as a tool for machinery too – as it is part of ensuring that the leadership works and it is upon leadership that the organisation’s success rests.

The first three Qualities depend upon the business’ core Values and its Narrative. The core Values define the playing field, helping with the choices for strategy direction. The Narrative helps with the machinery of change as well as with the scanning; the Narrative must be congruent with the values and the strategy in order for renewal to take place and be successful.

As a coach you can be instrumental in helping your client to discover their most deeply held core values. Surprisingly, many people aren’t even aware of what they are. You can help them to align their behaviours with their values and also to work on their own Narrative(s) to support engaging the organisation with these values.

We use the Cycle of Renewal to help us focus our questions and enquiry with a client so that the next steps become clearer. This is an iterative process, which needs to be visited regularly. In this way, you can help your client monitor where they are in the cycle and where they need to go next, ensuring that they don’t forget to celebrate their successes as they move on to the next challenge.

Let’s clarify what is meant by support and challenge. Support refers to interventions that affirm and value the individual (building trust, respect and rapport) or those which reduce uncertainty and anxiety (encouragement, focusing in strengths, empathy). Challenge refers to interventions that compel the individual to confront current reality (accountability, feedback, limiting beliefs) and to meet the changing expectations of all stakeholders (goal setting, visioning, and alignment of values). This is not challenging in a critical and destructive way to produce stress or burnout. This challenge is in the service of the coachee and sponsoring organisation with the belief that the coachee has greatness inside them and is capable of much more. It is when support and challenge are out of balance that performance suffers. Too often in business (and in life in general) people actively avoid challenging interventions fearing that these will cause disruption and create ill-will. However, a high level of challenge is not inherently ‘wrong’ and in fact the absence of challenge in a business environment risks complacency, indulgence, apathy and disinterest. When the stakes are high, a lack of challenge causes people to ‘play small’ in an environment that is forever
demanding that they ‘step up’. The key is that challenge is provided alongside equally high levels of support. The support skills of coaching are used to create the conditions in which a coachee feels secure enough to disclose private thoughts and feelings, and in turn develop awareness. There must also be challenge to push this self-awareness further and to move to sustainable development. The optimal balance of support and challenge is where growth and development can be maximised and coaches can unlock the highest potential for both individual and organisation.

It is time for a conscious, intelligent use of both support and challenge skills where the coach can dynamically shift depending upon the circumstances and environment. Take the metaphor of a train on a track; it can only go backwards and forwards and on a limited gradient and then compare this with an all-terrain vehicle, which has the power and ability to go in any direction as the environment changes. Without knowing it the coach may be like a train on a track, only able to go one way, the supportive way. However, if a coach develops awareness of the value of challenge they will be more like the all-terrain vehicle, being able to serve both individuals and the sponsoring organisation more effectively to create sustained business change. This is about the ability and choice of the coach - one default style is limiting whereas a choice of approaches is robust and effective.

So what are the skills which a coach needs to develop to avoid the risks highlighted above and to ensure an optimum balance of support and challenge? Through our coaching experience and observation of the economic, social and business trends we distilled the essence of our experience into five cornerstones of a more challenging coaching stance known as FACTS coaching:

**Feedback** - providing challenging feedback that informs and inspires, and ensures that praise and recognition for a job well done are balanced with honest feedback on mistakes, learning, and failures. The coach does not ask for permission to provide feedback as this is established in the contracting stage. The coach is in the ‘laboratory of learning’ observing and feeding back.

**Accountability** - coaching clients are held accountable for commitments and to the coaching contract without blame or shame. Accountability is extended from personal commitments to alignment with the values, strategy, and ethos of the wider organisation. The coach anticipates the rising tide of accountability in the world at large and is a role model for this behaviour in their daily work.

**Courageous goals** - moving beyond rational, incremental goal-setting models such as SMART, to goal-setting that engages the right-brain attributes of courage, excitement, inspiration, and transformation. These are the goals we dream about achieving, but often never start. The coach provides the support to encourage and the challenge to push in the belief that anything is possible.

**Tension**—tension is a constructive energy and can be used to optimise performance without risking burnout. The coach uses different interventions in the coaching conversation to collaborate tension and dynamically adjust it to ensure peak performance.

**Systems thinking**— coaching within the “big picture” issues such as sustainability, values, ethics, and the long term performance that reaches beyond the immediate individual and touches on deeper organisational change. The coach acts to represent absent stakeholders, this is not crusading or judgemental, but based on passionate curiosity to understand and explore. The coach can be a positive agent of change for the wider organisation.

By using the acronym FACTS we ground the approach in a word that sums up a theme of realism, honesty and challenge. Many coaches may say that they do many of these things already, however, we would encourage coaches to ‘turn up the volume’ and consistently challenge more and take risks to push further. By the very nature of hierarchies senior executives are often surrounded by people who agree with them. So when working with senior people are typically robust and value challenge.

FACTS coaching is not to be regarded as a sequential series of steps like other models such as GROW but as an integrated suite of thinking with dynamic elements that interact and overlap. The behaviours and skills in FACTS are not used instead of the supportive skills but rather to expand on these skills and leverage them to further improve performance and sustain the coaching impact.

FACTS should be regarded as a further development of coaching skills once the core skills have been mastered and a firm foundation of a trust and respect has been established. From this starting point, a challenging coaching FACTS approach will provoke performance and change.
In summary, as coaches we need to walk the talk and find the challenging edge of our coaching. This edge allows us to grow and inspires our clients to grow with us amidst the shifting environment of business leadership. What is your edge? Are you willing to step up to it and accept the coaching challenge? Are you willing to face the FACTS?

"Come to the edge."
"We can’t. We’re afraid."
"Come to the edge."
"We can’t. We will fall!"
"Come to the edge."
And they came.
And he pushed them.
And they flew.

By Guillaume Apollinaire

Ian and John’s book “Challenging Coaching – Going beyond traditional coaching to face the FACTS” is published by Nicholas Brealey Publishing and is available on Amazon as paperback and Kindle.

For more information and a free chapter and foreword by Sir John Whitmore please visit www.challengingcoaching.co.uk
Everything in life centers around measurement—money, travel, time, age, weight, volume, temperature, stock indexes—the list is endless. That is true even in underdeveloped countries that use the rising of the sun and moon and the changing of the seasons as measurements.

Yet, my experience has been that most people do not have a personal measurement strategy to help improve their lives or to help them establish their career path. A proper assessment/measurement strategy can offer amazing freedom, clarity, direction, and release to individuals and organizations.

Without offending people’s sensitivities, I believe it’s doubtful that a coaching practitioner or coaching process can be successful without an assessment strategy. Why? It is essential to understand, benchmark, clarify, and measure.

The most important aspect can be ownership by the individual or individuals who are engaged in the coaching process. Change or wise decisions must be based on awareness and a full understanding of the situation. Without some type of assessment strategy, how can we, as professionals, ask the right questions and offer the correct responses?

Using assessments is one part of a coaching process but it is one of the most efficient and effective strategy to provide you with a tactical advantage.

What is an Assessment?
An assessment is any process, tool, or methodology that benchmarks and measures a set of criteria for individuals, teams, or organizations. Like money, volume, or distance, assessment is a form of measurement that helps individuals know where they are and where they are going. Measurement does not create results; it only documents what is already true.

Note: The exception is when an assessment compiles raw data and the developer of the test applies some type of interpretation to the information. Then you must confirm that their interpretation has validity.

What do Assessments measure?
There are no limitations to what assessments can measure, including personal style, job style, character traits, leadership skills, team compatibility, aptitude, values, stress & health, self-worth, integrity, trust factors, and much more.
Who can benefit from completing an Assessment?

Given the wide variety of areas that can be measured, everyone at some level can benefit from assessments—individuals, teams, businesses of all sizes, partners, families (including kids with a grade 6 reading level and up), and non-profit and volunteer organizations.

The fact is that many of the current career, coaching, or life success processes cannot be defended. Depending on the research you source, it is acknowledged that 70% to 80% of individuals dislike their work, from a feeling of mild irritation to loathing. With less than a 20% of individuals living their life on purpose, there is much room for improvement. That is why coaching is growing - the majority of the population can benefit from our help. A planned and intentional assessment process is one of the strategic factors that will improve any coaching intervention.

Do I need a professional to help with the Assessment process?

The answer is Yes and No. First, a professional almost always adds value to an assessment process. Whether an expert is required for a specific assessment depends on the type of resource being used.

Some assessments require expert interpretation where the coaching professional must debrief the results to the individual who has taken the assessment. In our opinion, the best application for this type of test is for the screening side of hiring or HR.

Our experience has shown that the best assessments in coaching applications are those where the participant can understand the content, and then self-interpret the results. Yes, as a coaching professional, your interaction with participants and their results is highly beneficial, but the fact remains that the more the individual understands the model and the content of the assessment, the better equipped he or she is to make independent and intentional career decisions.

Do I catch a fish for you or do I teach you how to fish?

To teach people how to fish, we equip them to take ownership of their career path and development. Self-interpretation assessments help achieve that objective.

How can you effectively use the Assessments in personal, career, and/or organizational applications?

- Before conducting assessments, establish the primary items you want to measure.
- Make sure you select assessments that apply well to your situation.
- With a team, all members should go through the assessment process.
- Confirm your assessment strategy and consistently implement it.
- Never abuse the privilege and confidentiality of the process. Share all results with the individual.
- It is not the results that are important; it’s what you do with them.
- Choose assessments that are proven in the marketplace and that are well regarded by their users. Just because an assessment is well known by name or has high market awareness does not mean it is high quality and will meet your needs.
- If you have no experience in the assessment world, contact a qualified professional who can recommend several options and choices. The use of assessments is a must for any progressive individual or organization.

In research conducted by the American Society for Training and Development (ASTD), the most profitable and successful organizations were, on average, doing twice the training and assessments of businesses performing at below-average levels.

It is difficult to determine where you want to go if you don’t know your starting point. Use assessments to evaluate where you and your clients are now and to plan where to go next.

Start now. Take your personal or business life to the next level with the right assessments for your situation.

Note: IIC and CRG have formed an Alliance to bring coaching assessments and resources to the IIC Membership. CRG has developed an entire Holistic Assessment System perfect for the coaching professional. To learn more about how CRG can support your coaching process and business go to www.crgleader.com/IIC.
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What is Leadership? Can it be learnt? What do you have to do to be a Leader? Does it come naturally or can it be learnt? I have been asking these very questions for the past 15 years, I desperately wanted to be a leader but never felt like I measured up, until one day, one of the biggest business leaders in the UK addressed me at a conference as a leader, when she did, and I had to pinch myself to make sure I wasn’t dreaming!

I have asked many people over the years in leadership roles what makes a good leader and the following had this to say:

What I have learnt over the years about Leadership is this; Leadership does not come naturally to everyone, however it can be learnt over the years, the key attributes any leader needs to have are; being objective, thinking through decisions, listening and most importantly connecting with people, I have talked about connecting with your purpose before and connecting with people goes hand in hand.

Connecting with people enables you to understand people at a level which a leader may loose touch with, as they move up the ranks.

“The word ‘Leadership’ comes from the old English and it means ‘to show the way ahead’. That is what is needed most from leaders today - a sense of direction and guidance, a lighting up of the path ahead for people to follow.”

Mindy Gibbins-Klein, Multi-award-winning International Speaker, Author and Entrepreneur

I have observed the impact and affect leaders have on those around them when they don’t listen or don’t explain their decisions & take sides. I have also come to realise that being objective is one of the hardest things to do for a leader OR for any person. Usually our minds are made up within the first 3 seconds about someone, so imagine having to work with someone who you don’t particularly like? This is what happened to me, by my direct line manager, this person decided to pull me into the office 3 weeks into my new role and tell me off about the fact that I had questioned a member of staff leaving during lunch time, leaving my team to cover without any notice. As time went on, my direct line manager ended up ridiculing me in front of others whenever the opportunity arose. One day we were all attending a high profile event which consisted of members of the government in power at that time & my line manager decided to tell me off in front of a group of individuals for the fact that the wrong agenda had been sent to me and so I had come to the event later than I had thought. Despite me showing the agenda I had been emailed my line manager said it was still my fault. That day a member of my team came to me and said that she did not agree with my line manager’s style of leadership.
I am sharing this with you because it is an extreme example of bad leadership - which will always exist as long as it's not challenged & confronted, however my hope is that by sharing this very personal experience that you can truly think about what leadership is & understand its complexities. Joyce Meyer teaches on removing emotion when making decisions, this is a really effective way to work when applied to business. When you remove emotion you become objective, you take yourself out of that situation / role and see it from third party, as a whole.

More and more leaders are turning to coaching techniques & hiring coaches in business, there was a time when this would be deemed as a weakness, reaching out to a coach, however times have changed, I myself have sought coaching when in leadership roles, it was one of the best decisions I could have made at the time, what coaching taught me was to listen and be objective. In particular I recall a meeting I was chairing for a high profile project worth a million pounds, which meant no room for things to go wrong, I knew that this meeting would be a difficult one as it involved stakeholders with their own agenda coupled with some strong voices.

I of course had my own agenda which was given to me from the department head, before this meeting I met with my mentor who was also my coach, I wanted to discuss strategies & instead we talked about me and how I reacted and managed heated situations, what tools and methods I used, how I perceived myself to be. I walked away that evening enlightened somewhat and walked into the meeting the next morning with no strategy other than the agenda I’d been given.

I watched and observed, during that meeting I began to notice certain triggers in the bigger characters and so began phrasing my questions differently, less direct approach. As for my agenda, it turned out that 90% of the attendees had the same agenda, the 10% that didn’t I met with separately and discussed the benefits and options with. Every time my agenda was challenged (which if you are a good leader you will challenge,) I gave the pros and cons and also challenged back with open questions. There were a few times when I found myself becoming totally objective & didn’t even realise it until I had a debriefing with my mentor later that day. From then on I started to practice being objective more,

I would look at the bigger picture as a whole, how decisions, communication etc... would affect the business, the team and me. I have often used this approach and it works wonders, it may take me a little longer to get to my destination however the journey is always one full of learning. Being a leader is not easy, you will be questioned, ridiculed, and even end up doubting yourself however, coaching is a really supportive way of working to help with those tough decisions or even help you to be a better leader.

What type of leader are you?

If you are reading this then you will have an interest in leadership, so I leave you with my thought;

What sort of leader do you want to be and what attributes & skills do you need to be that leader?
executive coaching

By Leila Youssef

Let’s create an avatar.
A brilliant employee ascends to a managerial executive position.

Until now he had peers who might become his subordinates if he remains in the same sector or division. From having to report to his boss, he finds himself in a position where others have to report to him. Before he was evaluated and assessed, now it is his turn to evaluate and assess. He goes from only being responsible for his performance to suddenly having to respond for the performance of a team. Quite scary and overwhelming, don’t you think?

What is the normal habitual response to the anxieties caused by accepting higher “unknown” challenges? STRESS. Why? We feel pressured from within and from without. The position and the role of the executive imply new sets of behaviours and skills, different ways to respond to unfamiliar situations. Your success depends on how you will handle all of this. To be a successful healthy executive you definitely have to unleash a more resourceful and efficient version of yourself to meet those new challenges. Otherwise the ride could be an overwhelming one, where family, personal self-image or even your own personal health are at stake or jeopardized.

What to do?
One of the more effective options is to hire an executive coach. Some would say this is the wisest decision to make.

What is Executive Coaching?
The International Coaching Federation (ICF) defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. Coaching recognizes the client as the expert in his/her life and work and believes that every client is creative, resourceful and whole.

Executive coaching focuses on the needs and goals of both the executive and the sponsoring organization. It also focuses on the personal and human aspect of the executive. After all s/he is a human being in the role of an executive.

According to Peter Drucker in the book Effective Executive, five habits of mind are needed to be an effective executive.
1. Executives have to know where their time is being spent.
2. They must focus on outward contributions: on results rather than work.
3. Build strengths first, and then give attention to areas of weakness.
4. Concentrate on the few major areas where superior performance will produce outstanding results
5. Make effective decisions
Leila Youssef, relationship coach, adds:

1. The ability to be open to look at mistakes in order to learn from them.
2. Courage to face limiting beliefs and attitudes that are keeping executives from achieving their goals.

Areas where an executive coach could be useful:

- Define your goals clearly and make sure they align with the company’s vision. Are you familiar with the company’s vision?
- Increase your capacity for making important strategic decisions. And execute them.
- Organize, make plans and develop strategies to reach your goals.
- The ability to work in a team: Delegate, motivate, co-operate and coordinate.
- Inspire motivation and encourage trust between your team members.
- Explore your communication skills and provide you with tools and techniques to improve them.
- Increase your productivity.
- Identify what motivates you and learn how to motivate your team in order to achieve goals aligned with the company’s vision.
- Help you transform weaknesses, challenges and difficulties into opportunities for growth.
- Identify strengths and optimize them to implement them in your team and in your personal life.
- Help you to manage stress effectively
- Excel in time management, a key to high productivity.
- Identifying the challenges and tackle relationships or technical difficulties.

Why would you need an Executive Coach?

Being an executive is a lonely place at the top of an organisation. If you don’t bring the solution, then you become part of the problem. You are expected to make firm decisions, even though you sometimes may not be sure about those decisions. Your subordinates look up to you expecting clear, non-wavering direction, instructions, motivation and reassurance. They happily comply and respect you and work with you enthusiastically when they truly trust and believe in you. We all live in our own heads and at times we all need help getting a different perspective. It’s not easy to evaluate ourselves, which is why there is so much value in having a partner who brings perspective to our internal conversations. A partner with skilled eyes and ears who can see your unused, unexplored talents, skills and inner resources veiled by fears, insecurities and the overwhelming new challenges you face when you become an executive.

Look to what corporate leaders are saying about executive coaching.

“Who exactly, seeks out a coach? Winners who want even more out of life.” – Chicago Tribune

“The hottest thing in management today is getting a coach.” – Fortune Magazine

“I absolutely believe that people, unless coached, never reach their maximum capabilities.” – Bob Nardelli, CEO, Home Depot

Dr. Kenneth Randall, director of executive talent at Banner Health, “coaching can truly unleash a leader’s hidden potential.”

“As one of the largest non-profit integrated healthcare systems in the nation, Banner has found a lot of value in providing coaching to its managers and executives. Randall points out that, “from an organizational standpoint, coaching has helped leaders at Banner improve the level of customer service we deliver, which is a key business initiative measured through patient experience scores and national rankings.”

Conclusion

The executive coach is your accomplice. S/he is the only one you can safely consult and to whom you can confess your doubts and insecurities. S/he does not have competitive or other interests. Consulting him/her does not give rise to intrigues in your firm. S/he does not judge you. S/he listens to your dilemmas and gives you detached, neutral, expert advice. S/he gives you mental and emotional support and lifts your creative spirits.

Leila Youssef, Relationship Coach
www.leilayoussef.com
Having an ancestral lineage of farmers who tended the land with artful passion even amidst historical storms I absorbed the rhythms of nature; naturally. I witnessed the planting and harvesting of seeds, woke from the noise of seasonal pig-killings, trampled grapes into sweet wine and enjoyed the fruits of the season in abundance.

Growing up as a pastor’s daughter, the church bell was another determining beat. Hand in hand with the congregation I moved (more or less) gracefully through the church calendar from the Advent season through the Nativity, toward the cycle of death and resurrection until we welcomed the pouring out of the spirit at Pentecost accompanied by majestic Organ tunes.

Maturing into womanhood – as a practicing yogini and mother – I have learnt to embrace the rhythms of my own femininity and align them with nature’s forces for my (and my environment’s) well-being. Or at least I think I do.

Why such a Prelude for a column on business coaching?

Well, entering the corporate world two years ago from such background was – to say the least – a challenge for me from the point of view of rhythms. I remember my desperate attempts at smuggling nature into the office in the form of flowers tucked into my hair and by walking on the company lawn barefoot at the amazement of my colleagues who placed bets on how long I would last. In fact, I learned the lessons – and jargon – fast, and kept wondering in-between MBR-s, PMP-s, SLA-s, CSAT-s and FTE-s whether and if yes, how, the artificial – and at times even abstract – rhythms of postmodern business culture could be aligned with the natural rhythms of individuals.
My experience echoes André Leroi-Gourhan’s observation in his book Le Geste et La Parole. He argues that the psycho-physical profile of the human species has remained archaic ever since the emergence of homo sapiens. It is the social evolution that kneaded humanity into a collective exteriorized body subjected to accelerating transformation. He suggests that the yawning gulf between archaic human biology and (post-)modern technology-driven lifestyles necessitates the emergence of interactive techniques of psycho-physical mediation between humans and their (corporate) environment.

It was in this dilemma that I met Eve, a high-profile business coach. Working with her was a multi-layered experience. Her signature presence contained – yet went beyond – her sharp intellect, excellent know-how, exquisite emotional intelligence and deep insight into the conditio humana. While working with Eve I have come to the realization that coaching is such an interactive technique of mediation where rhythms can be (re)discovered and (re)aligned.

Coaches, at their best, provide you with a transitional space where you can create goals and the path that leads up to them, if you wish. Or, almost as postmodern oracles, they offer you the chance to meet and get to know yourself, if you dare. Through your self-designed ride that – in my case – led across shiny car saloons, elegant cafés, posh receptions, virtual and real job interviews, scented meditation sessions, martial arts combats and tango lessons, they navigate you all the way to the rabbit hole leaving it up to you to decide how deep you go.

And the deeper you go the more your world gets transformed into a space where – to quote Hawthorne’s definition of Romance – the Actual and the Imaginary may meet and each imbue itself with the nature of the other. I invite you to join me into this quarterly transformational exercise using my stories as springboards to your own rhythms of success.

This is how it all began. The next day I took a deep breath and enrolled for the life-long adventure of becoming a business coach myself.

Noémi Végh Ph.D.
Project manager HR
Yoga Instructor
Business Coach in-the-making
A growing number of impressing coaching success stories can be found in enterprises today (see for example the 23 company case studies in ‘The global business guide for the successful use of coaching in companies’ by F. Bresser).

What is making this possible is firstly the increased experience and maturity of organizations in designing and implementing coaching initiatives: Companies have started to think through their coaching programs in a more systematic way and to tailor their coaching initiatives more and more to their specific context and business strategy.

Secondly, a whole set of effective management tools for the successful design, implementation and optimization of coaching programs have already been developed (see www.bresser-consulting.com). Its spread in business is rising continuously.

It is important not to let oneself be blinded by these positive developments on the overall situation of coaching in companies, though: Our global market observations show that the average quality of coaching programs in businesses today is not high – in fact it is low (others’ research findings also confirm this).

We can in particular identify the following five critical areas in this regard:

1. Poor qualifications of many implementers
2. Lack of real coaching plans/concepts/ definitions in companies
3. No or very low strategic integration of coaching
4. Lack of understanding of the real potential of coaching
What makes things even more difficult is that some companies don’t realize their existing quality problems or, if they do, simply ignore them for some reason. In this way, unfortunately, many coaching initiatives become toothless tigers or only a lip service without real value.

So there is still a lot of work to be done: the overall practice of the professional design, implementation and optimization of coaching programs in companies is still in its infancy.

In order to remove these quality problems and use coaching most effectively in business, companies are well-advised to become more familiar with and make use of the above mentioned, specific management tools. In this context, the following three questions may serve as one useful starting point and initial self-assessment for every manager/director responsible for coaching in organizations:

1. Where is your company right now in terms of coaching (e.g. with regard to implementer qualification, coaching concept, strategic integration and knowledge of specific management tools for successful coaching programs)?

2. Where does your company want to be in terms of coaching in 1, 2 or 5 years?

3. What exactly does your company need in order to achieve this (particularly with regard to needed management tools, competences/skills, support)?
“GOT YOUR COMPASS - WILL SAIL! “
Why discover your client’s core values?

by Katrin Prentice
Accredited Senior Coach (IIC), DipNMC

ON THE SEA OF LIFE

Dr. Wayne Dyer – one of my favorite authors – shares an interesting concept that has made a great impression on the development of my awareness as a person, and which I’d like to reflect on for a moment. He says: “We are not human being having a spiritual experience, we are spiritual beings having an Earthly experience”.

When we are born we are allotted a certain number of years to get through this stretch called life on earth before we exit from it again and continue our existence as spiritual beings, graduates from Earthly experience.

We come to Earth with a purpose. Each one of us is supposed to accomplish something while here. We are given a set of talents we are supposed to invest, we are given a unique mission statement and sets of values to help us navigate through the stretch of earthly existence successfully and graduate with honors.

We arrive full of enthusiasm and passion. Just take a moment to notice how children are and you will see it: they are happy, curious, optimistic, desirous to explore and learn. Life for them is a marvel worth enjoying every iota of. They appear as if time does not exist – perhaps it’s that fragrance of eternity which seems to permeate their aura, having just arrived from beyond. Thus we leave off the shore of eternity and embark on our journey through the Sea of Life.

As we progress in our voyage however a strange phenomenon begins to take place – we often lose our sense of purpose. We get distracted with the journey till by and by we don’t remember any more why we are here, where we are going and what we are supposed to do. For some the realization acts as a signal to go on a quest and recapture the purpose, and some in deed manage. But the vast majority simply remain lost at sea. The mission statement gets buried under the debris of bric-a-brac, accumulated along the way, and the inner compass gets thrown off under the influences and pulls of various foreign polarities of other people’s values, societal values, school values, company values, “tribal” values, TV, political values, etc. each of which demand of you that you live by them.

As Dr. John Clements put it, minds are cluttered since the age of 6 with other people’s values, values which bear little relation to their own private capacities, needs and desires.

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1 As Dr. John Clements put it, minds are cluttered since the age of 6 with other people’s values, values which bear little relation to their own private capacities, needs and desires.
“The ability to subordinate an impulse to a value is the essence of a proactive person”.
– Steven Covey
In the face of a storm, or when winds of adversity or what seems as luck toss your boat hither and thither, you might wonder “what’s the point?” And when the sea is calm and you are just about to enjoy the sun, despair might overwhelm you as you realize you are only in the eye of a cyclone and your boat is totally off course.

The biggest problem however is that you don’t even remember what the course is. You might realize you have a memory of a mission and something you were supposed to do and a direction you were supposed to travel in, but you can’t even begin to remember where to look for the map scroll or your compass, much less learn how to read them.

There is a Good News in this whole saga. You would be happy to realize that if you get quiet and close your eyes and listen for a moment you will hear the chimes of your inner compass and realize it hasn’t been lost at all.

It’s been there inside of you all along, except his signal has been blotted out by the noise of much feverish activity in attempt to sail without consulting it. But, oh, what peace and clarity comes from a few minutes taken in quietness to check the readings of your inner compass and set your boat on course. It has been safely programmed from the beginning to point to True North so that you may never need to get lost at sea.

Here is how another great teacher and favorite author of mine, Steven Covey, puts it in his masterpiece “7 Habits of Highly Effective People” using a slightly different metaphor, but illustrating a similar point:

“We are in need of a vision or designation and a compass (a set of principles or directions). We often don’t know what the terrain ahead will be like or what we will need to go through it; much will depend on our judgment at the time. But an inner compass will always give us direction.

“Effectiveness -- often even survival -- does not depend solely on how much effort we expend, but on whether or not the effort we expend is in the right jungle.”

“Values are not what we want, but something intrinsic which you absolutely need in your life in order to be true to yourself.” – Cherry Claws

The values we hold in side of us are what motivate us to move in a certain direction. Values are also the private rules by which people live their lives. The set of values a person holds to in a certain area of life is like the little motor, so to speak, which propels the boat of a person’s life. When people disconnect from their values or don’t honor them, the boat of their lives simply goes adrift on the sea of existence.

Think of your values as a GPS - when you wander off the path or lose direction, they bring you back on track. When you are fully clear on these values, you attract to you people of like mind who share the same desire to lead a purposeful, authentic life.

Our values or perhaps the ‘personal rules’ by which we choose to live, influence our emotions and behaviors, and have an enormous impact on what we do and what we say. Values are the supporting framework for our beliefs and are strongly connected to our identity. Our primary principles and way of life are controlled by our values. They furnish us with direction and motivation to accomplish tasks or challenge situations.

Our values impact every angle of our lives and the lives of those we interact with. Values are what give meaning to our lives. Values are closely linked to our vision, of what’s possible, or what we can become.

Values stimulate our vision of what we want. If someone has set goals in the past which they firmly believed they were capable of achieving, and yet they haven’t achieved them, it’s very possible that the goals may have not been congruent with their values.
These three being in alignment – goals, vision and values – make life worthwhile and worth living.\(^5\)
When clients become aware of their values it helps them make important life decisions, and gives them confidence. It helps you make the best choices you can, spending your time and money on things most important to you and those in your life. It also helps you know what you stand for, who you are as a person and what are the things you believe in.\(^6\)

When faced with a choice, you simply ask yourself: “Does this action align with my values?” If it does, you do it. If it doesn’t, you don’t.\(^7\) Knowing your values helps you quickly know what are good choices for you and what are not.\(^8\)

The added benefit of focusing on your core values is to distinguish them from the goals that other people in your life want you to achieve.\(^9\) Knowing your values helps you Live with integrity. Integrity here doesn’t mean honesty or honor. Integrity means wholeness or completeness – being a whole person. Nothing left out. Being true to yourself.\(^10\)

### Why a Coach should ELICIT the client’s values?

There is a natural curiosity when you meet someone to want to get to know them a little bit and figure out the type of person they are, which is also why it is not uncommon to ask a new acquaintance questions like “what is your sun-sign” or place of birth or how many siblings you have, etc. The answers to such questions provide information which might help us get an idea of the characteristics of the person we’ve just met.

Although the above examples of questions give you some indication of what they might be like, it will in most cases only offer you a surface level of getting to know the person. But getting acquainted with the person’s values, particularly their core values, takes your relationship to a whole new level and a depth of understanding, what is inside of the person and what makes him tick, and a much more clear understanding of where their life is heading.

Now a relationship between a client and a coach is something very different from two people being acquainted. And understanding the clients’ values is not just a matter of getting to know the person but also to help him bring his life in alignment. Assisting our clients to elicit their values and supporting them to discover how they can choose to live their lives so that their values are honored is what makes the coaching relationship so rewarding.\(^11\)

A core value is one that is relevant to all aspects of the individual’s life. When a core value is dishonored, this can generate stress.\(^12\) When clients are not living in line with their values, life is uncomfortable. When we as coaches clarify the clients’ values it helps us understand what makes the client tick, and if they realize what is truly important to them, then the discomfort will part and their sense of integrity and congruency with their lives will remain.\(^13\)

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\(^5\) Sadie Pinches – NMC Teleclass Report R4537 - Values
\(^6\) Determining and sharing your core values - by Mike King - http://learnthis.ca/2008/08/determining-and-sharing-your-core-values/
\(^7\) Define your core values – by Brett & Kate McKay on May 31, 2009 - http://artofmanliness.com/2009/05/31/30-days-to-a-better-man-day-1-define-your-core-values/
\(^8\) http://www.best-of-time-management.com/values.htm
\(^10\) http://www.best-of-time-management.com/values.html
\(^11\) Selected quotes from NMC Practitioner Diploma Course – Module 7 Values
\(^12\) Selected quotes from NMC Practitioner Diploma Course – Module 7 Values
\(^13\) Sadie Pinches – NMC Teleclass Report R4537 - Values
When the client’s values are not honored however, there is internal tension or dissonance. When clients honor their values there is internal sense of rightness and harmony. When clients don’t live their values the dissonance can become so jarring that it may become unhealthy.¹

The significance of eliciting our values and those of our clients is to understand the controlling factors behind our beliefs and our behaviors, particularly when it comes to motivation. Our values influence our motivation. If we don’t know what we value or we don’t have strongly held values, we have little motivation.²

When people become disconnected from their values, they lose their motivation. They may be so disconnected from their values that they sit for hours on end in front of the television, flipping the remote control from one channel to another, hoping to find something amusing or distracting.³

Just like the biggest part of an iceberg is beneath the water and determines where it goes, the values a client has determine his journey throughout his whole life. Mostly invisible to others, his values may remain unknown to him also – unless a deliberate step is taken to define them.⁴ And when clients don’t know their values, life seems a senseless race to fulfill one seemingly important goal or another, leaving them increasingly unfulfilled, drained and out of control.⁵ When the coach helps the client clarify his values it helps the client gain back control over his life.

When a person doesn’t know or have clearly defined values, he ends up trying to fulfill other people’s expectations instead. And before you know it, life has passed him by and he hasn’t even started to live. Trying to be someone else and living without core values is downright exhausting and leaves a person feeling empty and shiftless.⁶ A key issue in this, though, is that a client in such a situation may believe they are doing the right thing by living up to the values of others and yet still feel a sense of frustration and lack of fulfillment. A coach’s role is to raise the client’s awareness of their own values, and building a life in line with those, which will help bring the client a sense of purpose, direction, happiness, and wholeness.⁷

Anytime core values are ignored or “turned off” for some event, it deeply affects us. This can happen completely subconsciously and is a contributing factor to people who suffer from low self esteem. When a coach helps a client become aware of his core values and pay attention to hold true to those, the process has the opposite effect on the client. It builds the client’s confidence in his ability and adds strength to his core values every time there is evidence that they are true and work.⁸

¹ Sadie Pinches – NMC Teleclass Report R4537 - Values
² Selected quotes from NMC Practitioner Diploma Course – Module 7 Values
³ Selected quotes from NMC Practitioner Diploma Course – Module 7 Values
⁴ Living on Purpose - http://www.living-on-purpose.net/personal-core-values.html
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⁷ Define your core values – by Brett & Kate McKay on May 31, 2009 - http://artofmanliness.com/2009/05/31/30-days-to-a-better-man-day-1-define-your-core-values/
⁸ Determining and sharing your core values - by Mike King - http://learnthis.ca/2008/08/determining-and-sharing-your-core-values/
Conclusion:

Here is where coaching is such an amazing phenomenon. As coaches, we can assist in raising the awareness of our clients as to what matters to them. We can coach them to take the responsibility to design the life that they want, to encourage and support them to believe in themselves and to achieve anything they truly want. Coaches support the client in knowing themselves better, and then what they want, and then help them achieve it.

If you find that your life/work/relationships do not help you fulfill your personal values then perhaps you should consider changing something in your life. Sometimes connecting to a life coach might be just the kind of experience you need to catapult you on the path of discovering your core values, and help you connect the vessel of your life to their propelling power, and move forward on the fascinating journey of your true purpose, direction, happiness, and wholeness.

Bon Voyage!

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More than a book, the 3rd edition of the Co-Active Coaching paperback is a tool to address any issue, applied in diverse contexts, to a vast group of individuals who are seeking a driven and fulfilling life. Written by Henry Kimsey-House, Karen Kimsey-House, Phillip Sandahl and Laura Whitworth, and published by Nicholas Brealey (UK, 2011), this practical guide offered in an easy and organized reading, leads us through the structure of the process of co-active coaching and the application of different techniques to get the most out of the coaching journey.

The expansion and natural movement of the professional coaching field invited the authors, in this 3rd edition, to tie and define concisely and in simple language the broader use of coaching in the world today. Compared to the preceding edition, the book invites the reader to see coaching at work, not just within professional contexts but also as a day to day tool to be used by individuals, groups or companies, followed or not by a coach.

However, by following the structure of the book one could determine as its main reader, the coach in the context of a coaching relationship. The book with eleven chapters divided in three parts is constructed harmoniously parallel to the process of coaching. It never lets the reader lose track of its main objective, which is to understand the importance of an alliance, a complicité relationship between coach and coachee in order to reach gratifying results for all parties involved in the dance of coaching.

Furthermore, as is clearly spelled out in the book, although a coach may be called to bring experience and expertise to the coaching relationship, his/her main role is to accompany the client’s journey to reach fulfillment in whatever project he/she has endeavored, instead of determining or inducing his/her own agenda into the coachee process. “In coaching, our primary responsibility is to help clients determine their best course of action and support them in staying on track, helping them uncover the learning for themselves so that they become more resourceful over time rather than more dependent on the coach for answers.” (p. 158)

Understanding the context in which the coaching relationship is developed, is essential to establish a strong and coherent rapport between coach and coachee. The Co-Active Coaching book lays down the framework for this relationship, by defining the model and its key aspects such as confidentiality, speaking the truth, and providing spaciousness and openness, in order to create an effective and grounded “design alliance” between the coach and their clients.

Only a great sense of curiosity will lead a good coach to explore together with their clients the natural capacity to find his/her own way through the process. How can you really develop a whole sense of the person in front of you, without judging, making assumptions, or pushing with directive, answered given questions to them? These are some of the guidelines addressed in the book and summarized in three main points: focus with all your senses on the whole person and the moment, evoke clarity and shift without intruding or commanding, and be an attentive listener focused on the NOW.
Any person, coach or not, will be able to relate to the Co-Active Coaching book. We are guided not only by the theory but most importantly by sample dialogues taken from real session experiences with real people. If through the reading we did not understand fully the concept just discussed, the sample dialogues of the coach/coachee relationship will certainly make you relate to the scenario by empathizing with those introduced in the dialogues. By the end of the reading, and particularly while using the exercises given at the end of each chapter, one feels compelled to practice the new ways of asking questions, the new ways of thinking about a situation, or the new ways of finding a solution. Theory and practice working at its best!

Who is in command in a coaching relationship? What conditions are necessary to create and develop a healthy and trustworthy relationship with your client? Where is the context in the process? How to explore the subjects through questions guided by curiosity? How to ask questions to clients so they can learn about themselves? Why would a coachee want to change or NOT? How to evaluate the progress of the process? When does shift happen? And what is or is not a coaching relationship? These are some of the aspects of the coaching journey addressed in this book.

Nevertheless, not everything about the coach/coachee relationship is answered in the Co-Active coaching reading, nor an in-depth analysis is given for those who wish to follow the book as a guide for growth. For instance, regarding values and beliefs; How come that values and beliefs are so important for the discovery of our purpose in life? What are they and how can we explore them in the coaching relationship? In the same line, if coaching today is global and cross-cultural, as stated in the book, how can a coach address issues within different cultural contexts and values, for instance, where 'story-telling' is fundamental in the identity of the individual? Furthermore, how can a simple ‘action based’ solution, as emphasized in coaching, really transform in a long-lasting way, the old behavior into a new one? If we as coaches are instruments for transformation, it is fundamental to understand how transformation can be achieved, and especially in a sustainable way.

Indeed, our responsibility would be to guide individuals or groups to attain their objectives and even though it is understood that coachees may come to the coaching for just a punctual goal, e.g. writing a book or getting a better position in their company, finding a meaningful purpose in life may be the key for real transformation in their life. Sometimes this may occur only when clients explore past situations and the choices they have made in order to get there, process which may take the client to unsolicited realms of their journey.

Even though coaching is not a therapeutic space, sometimes what leaves clients stuck on a particular life path, may be very well founded on a more profound issue based on family or personal history. In light of the absence of in-depth analysis regarding this subject through the book, my question to the authors is: Are we as coaches avoiding the big question in the coaching relationship, and allowing superficial/short term solutions which may or may not lead to real transformation in life?

Last but not least, in addition to the previous observations, I view the formulation of questions as one of the most important tools for a coach in order to explore and guide the coachee to find his/her own answers. Therefore, further information could be provided in the formulations of questions and the rationale behind them in order to reach the essence of the problem/situation in the inquiry. For example, it was not clear to me why asking the coachee the “why’s” questions can place the client in a defensive position. Until some extend this is answered through the book but not necessarily in a systematic presentation, therefore, it is easy to lose track and undermine the value of inquiring in the right way to facilitate self-discovery.

Nevertheless, as a Coach in training, I have found the Co-Active Coaching book a valuable and essential reading in my journey of becoming an extraordinary coach. As the authors stated, we are all creative and resourceful human beings, and from there we understand that all answers lay within us. It is an essential platform to start the discovery of the profession and who we are as individuals within the context of the relationship with our future clients.

The Co-Active Coaching paperback is like a skeleton of the coaching profession and with that, one starts the journey to fill the different parts of the body which will make you a fully, almost self-made coach, being inspired by curiosity to find out what is behind each word, silence, regard, and action in the coaching relationship. The simplicity of the reading provides tools that change the way we may approach, not only our work but evermore the way we relate to others and build on our characters as individuals. The ‘person’ and the coach ultimately are merged into ONE character; a human being open and receptive to the nature of living and committed to improve the way we vibrate in this world.
As coaches, we are gloriously, but also, dangerously, free to work with our clients using the approaches we prefer. It’s one of the consequences of coaching not having a formally recognised or required set of knowledge, unlike other ‘proper’ professions, such as accounting or law.

So as any good coach knows, it’s important to remain curious and always keep learning. This is why I was intrigued by a book I recently read. It was written by someone who operates outside the coaching world. Tamar Kasriel is the founder of Futureal, a consultancy which assists businesses shape their commercial strategies based on an understanding of future change. In Futurescaping, she has explored what application her expertise in the world of corporate planning can have for the individual.

“Futurescaping is described as ‘an engaging guide to make better life decisions by adapting the best elements of business planning for personal success’”

It is a book which has no clear ‘home’: it’s about the tactics companies use, which suggests it should be in the business books section, but its purpose is to help people make better personal decisions, which tips it into the self-help section. It’s an intriguing identity crisis and one which reinforces a key argument of the book – namely that people who are successful in their professional lives rarely apply the same rigour to their personal lives — in some ways, personal and professional spheres don’t mix very well.

As someone who generally much prefers reading fiction, Futurescaping was far more entertaining than I expected, due to the author’s dry humour, her eclectic selection of quotes and masterful command of the diverse topics. I even learnt a rather useful new word. ‘Eustress’ is the counterpoint to ‘distress’ and a far more elegant way of saying ‘I got a kick out of sorting that mess.’

Futurescaping proposes that scenario planning is something which individuals can work through for themselves. Doing so encourages them to think much more broadly and systematically about the full range of factors which could impact their situation. For example, taking the plunge to leave a steady job to set up one’s own business should take into account the state of economy, whilst the decision of whether to get a pet or not buy or not needs to be based on an assessment not just of the costs involved, but also working patterns and time pressures. Having considered the full range of areas that impact a decision, the next stage in the process is to identify which two factors or drivers which are the most important and uncertain to create the parameters for the scenarios. These scenarios allow the individual to explore what it would be like if they took different decisions.

As part of the research for her book, the author tested out the technique with volunteers. Some found, as often happens with coaching, that the real question or decision to be taken turns out to be different from at first thought. And going through the process of getting to the scenarios and then working through them allowed the volunteers to get a much better sense of how to approach their decision. One case study, John, states: ‘This really made me think seriously about what I want to do, rather than what I’m trying to get away from. It also made me think about the issue of someone reluctant to make initial leap for fear, when it seems so straightforward that they should make the leap.’ Overcoming fear, or some other barrier, is often an issue that one encounters with clients, so it’s good to know how to work through this.

Kasriel does recognise that there are limits to the type of decisions for which scenario planning can be used. ‘It is not suitable for questions which are wholly dependent on emotional impulses or philosophical differences.’ It works for decisions which require practical and rational evaluation. This reminds me of the limits to coaching, where, though you often acknowledge an emotion, you rarely dive into it. Working deeply with emotions belongs more to the territory of counseling.

Overall, I found the idea of scenario planning a very useful one, and it is certainly a technique that I will bear in mind. As it is a rigorous and systematic way of approaching a key decision, it might be better suited to some types of individuals over others. For a start, it involves a certain amount of post-it note brainstorming, diagrams, and matrices which may be reassuring for some, but frustrating for others. In all cases, I think, it would be important to ensure that the process does not get in the way of the client-coach relationship. Scenarios only go so far – powerful questions are needed to follow up and move the client along.

Let me finish with one final quote I found particularly powerful. It came from an interview with Daniel Kahneman, a renowned American behavioural economist and psychologist. ‘One of the things that thinking deeply can do, even if it doesn’t lead to better decisions, is inoculate you against regret.’ I like the idea that what I might think of as worrying and turning over an idea endlessly in my mind is actually a good thing — a defence mechanism about any future ‘wimping out’. And it’s certainly one I will be sharing with clients. Go on — come for a futures jab against future doubt.
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Avoid the Crash & Burn Syndrome  
8 steps to Healthy Success  
by Dawn Campbell

I’m a master coach specialising in not one, but two niche markets. I, like you started out by creating a practice around what I already knew. Consequently, I became a business coach having enjoyed nearly 20 years as a successful business consultant in the corporate world.

So that’s how my own enterprise started. Using a mixture of coaching and consultancy, I support, challenge and guide other entrepreneurs to set up their dream businesses.

Dean Kamen (Segway Inc.) said ‘Sometimes we crash and burn.’ The common definition of crash and burn is essentially about a spectacular downturn in something. So when I’m coaching entrepreneurs, it’s typically about feelings crashing; energy burning out over yet unfulfilled dreams.

This phase is primarily due to an overload of stress, frustration and ongoing fatigue. Not least because small business owners work long hours due to a lack of work life balance and blurred boundaries. Added to which, the reality of being responsible for running a business takes its toll. Some entrepreneurs feel a loss of identity; they experience relationship problems at home and management problems at work. As a result, both physical and mental health suffers.

If reading this resonates with you, take heart, you’re in good company. Even better news is everything is impermanent and as surely as night follows day, good times will come. A great coach assists you to identify the signs and stimulates you into taking action before you become a victim of the crash and burn syndrome.

Fast forward a few years and my own business has evolved following my relocation to France. Whilst I still love the dynamics of business coaching, I’ve always been passionate about holistic health. Relocation afforded me the opportunity to re-train. Consequently, I created my second niche by adding health to my coaching practice. To read more, get a copy of Coaching Along.

I thought it would mean re-inventing myself, what I actually found was, by combining my two niche skills I added even greater value to my clients. Not only do I coach clients on the health of their business, I also coach them on their own health. Alternatively, if I’m hired to coach clients on health issues, it’s not long before I’m coaching them on the health of their business too. The two are inter-linked.

My teacher the great Thich Nhat Hanh says “My actions are my only true belongings. I cannot escape the consequences of my actions. My actions are the ground on which I stand.” which reminds us that when we are engaged (as we are when we have our own business) and we understand that everything is inter-dependent, then we appreciate that one thing surely impacts on the other and vice versa.

Here are 8 key steps to healthy success

“Healthful habits do not cause death. Pure air, pure water, moderate eating of wholesome foods - these and similar wholesome things are not disease producing. Impure air, impure water, excess unwholesome food, lack of rest and sleep, inadequate exercise, poisoned drinks, smoking etc., are all disease producing. We have set before us two opposite ways of life - one leading straight to health, the other straight to disease ”. H. Shelton

There are several variations of the list of ‘essentials’ even within the natural hygiene and health movement (total number 22 aka TC Fry’s Life Science Course). However, it's generally recognised that to achieve natural good health, which means vitality and longevity, the following 8 are the key ones to practice;

1. Adequate sleep and rest
2. Natural diet and nutrition (assimilation)
3. Fasting (elimination)
4. Sunshine
5. Peace of mind
6. Pure water
7. Fresh air
8. Adequate exercise
• The eight segments represent your health. The centre is 0 (poor) and the outer edge is 10 (perfect).
• Name each category using the list of 8 health criteria.
• Score each of the categories.
• Join the dots then see at a glance if your perception of your health status is a reality.

Only you can decide to take action and make the right choices. You can either have more of what you’ve already had in your past, or you can opt for something bigger, brighter and better for your future.

Q. What imbalances did this exercise help you identify?
A.

Q. How are you going to prioritise these weak links?
A.

Q. What changes in diet and lifestyle habits offer you the future you want?
A.

Share your results with me and I will send you a complimentary copy of my Self-Assessment Health Questionnaire worth £47.97 which will help you build on the insight gained from the above exercise.

In the next issue, I’ll be explaining in detail the definition of each of the 8 steps. I’ll also explore the reality of how these 8 steps transcend 21st Century living.

Last word goes to Nin Anais who said ‘Dreams pass into the reality of action. From the actions stems the dream again; and this interdependence produces the highest form of living.’

Master Coach, Holistic Health Educator, Living Foods Practitioner, Heal Your Life Teacher, Thought Field Therapist, Author and Chef offering tailored health retreats in rural France as well as Virtual Home Detox and 14 day Raw Weight Loss programs.

Dawn says “you know how people always know what they don’t want; well what I do is help them identify what they do want for the remainder of their lives. I do this by helping them first achieve vibrant physical and mental health because if we don’t look after our body, we’ll have no-where else to live!

After that, it’s a fairly simply process of working with clients to align their values with exciting goals and to overcome the steps that have sabotaged them from living the life they desire.”

Dawn is a life long veggie, a perpetual student of all things holistic and healthy. A practicing Buddhist, Dawn lives the ‘good life’ in rural France with husband Robert. Together they have created an idyllic paradise which they share with fellow health seekers.

Passionate about educating, encouraging and empowering others, Dawn also supports clients who are affected by cancer or keen to overcome the debilitating grip of eating disorders.
Entrepreneurial Coaching
by PaTrisha-Anne Todd

What an exciting title and one that fires ambition, shooting dreams and goals to the outer stratosphere. I am delighted to share that entrepreneurship is booming. If you have a game plan to turn your coaching into something more and impact not only those around you, your community and even further afield, then you are stepping into the wonderful world of ‘Entrepreneurial Coaching’.

The basic definition of an entrepreneur is when an individual sees an opportunity to meet an unsatisfied demand. The entrepreneur is prepared to take a calculated risk due to a strong self belief that the opportunity can yield a high ROI, return on investment of time, money and dedicated effort.

An entrepreneur has a brilliant role to fulfil in the world of enterprise and making money. They gladly engage in personal development, and, are not distracted by family, friends, and the competition in respect of creating business growth. The entrepreneur is prepared to work hard, smart and consistently until a profit is achieved alongside the desired outcome.

Team work is part of the entrepreneurial mix remembering that ambition and goal achievement always stems from ‘self’.

Coaching Leads To Results
‘Coaching’ is a partnership using models to support and expand a positive mind set and techniques focused on achieving results. There are copious niches of coaching and various coaching models which takes the client step-by step through a framework from where they are to where they want to be collecting measureable results along the way.

Now, put mindset tools and business marketing techniques together and we have ‘Entrepreneurial Coaching’.
Within this article I will take you through parts of the A-Z of ‘Entrepreneurial Coaching’.

A = Action, without it you’ll be lost in accomplishing your goals, with action you’ll win and reach a point of satisfaction, yet as an entrepreneur you’ll be ready to move on to your next goal.

B = Belief System, here you have your DNA the core of your being. Coaching, assists to change habits that no longer serve the greater good. Tap into your belief system and programme your thoughts to take you closer to your goals.

C = Can Do. A simple mantra, working as a catalyst to enhance your journey towards goal.

D = Decision. Without a decision success will remain a dream, with dedication and determination you’ll get to goal.

E = Effective, always strive to do your best, taking calculated risks that encourage you step-by-step towards your desired and evolving outcome.

F = Focus. This is important you need to know your WHY to focus on the goal.

G = Goal. Dreams remain empty wishes until you choose to plan a route of action with goals along the way, getting closer all the time to your bigger goal.

H = Help relevant to all entrepreneurs, in other words it’s important to have a team of professionals around you to ensure your success. TEAM together everyone achieves more.

I = Idea, the reason why you became a coach and decided to step into the arena of entrepreneurship.

J = JV joint venture, a union of one or more business people joining together to create a commercial venture. This type of practice will increase your bottom line several times over when terms are set out correctly.

K = Knowledge is vital, as an entrepreneurial coach you’ll need to hone your skills in both business and coaching in order to remain on trend.

L = Life Coach; another niche of coaching and one that entrepreneurial coaching spreads into on occasion when business can get a little tough. Have you got a Life Coach?

M = Motivation and Money. You’ll need the first if you think entrepreneurial coaching is an area you’d like to invest your business in, and money is what entrepreneurship is all about accumulating.

N = No is part of the ‘discipline’ principle and important that you deploy No appropriately in your business.

O = Opportunity. There are dozens of opportunities coming your way on a daily basis, it’s up to you to be open minded to see them and begin the process.

P = Plan, you need to have a plan of action in order to achieve your goals.

Q = Quality Questions are what you need to be asking yourself as you go about your daily business – The Six Step Coaching Model is an ideal tool that brings instant results.

R = Results, coaching brings results, work your plan and you are guaranteed results.

S = Success, ‘Coaching Leads To Success’. Time, everyone has the same time 24 hours in every day, the secret to success is how time is used. Make sure you account for every second of your day. You know you’re worth it!

U = Uniqueness, this is all about you and how you display your unique gifts and talents. Make it a principle of your business to develop your USP, unique selling proposition.

V = Vision, what more can I say, but to dream big and have a bigger vision.

W = Wealth, money, education, health, good relationships are all part of the wealth cycle.

X = Xtra, go the extra mile and deliver more as part of your normal ethical workings.

Y = You, it’s always about you as you start and begin to move forward in the field of entrepreneurship.

Z = Zest for life, always have that zing in your life and business to show the world how true entrepreneurial coaching adds to life and business.

Note: The above extract is from my new book ‘You CAN Make It On Your TODD’ due for release spring 2013.

To find out more please visit http://www.coachingleadstosuccess.com/YouCANMakeItOnYourTODD.htm

Yours In Coaching
PaTrisha-Anne Todd, LCSi‘The Lady Entrepreneur’
Welcome to the Coaching Couch at ICN! Grab a coffee and join us for an exhilarating, virtual conversation on topics that you have asked us to help with! In the spirit of creating a more vibrant and interactive community, the ICN has dedicated this space entirely to you. Feel free to log a Coaching related question at http://www.international-coaching-news.net/coachingcouch/ and one or more of our coaches will share their unique perspectives with you.

Question One: “I am due to complete my Practitioner Diploma Coaching in the next 2 months, and would like to begin setting up my coaching practice. What do I do first, and where do I start?”

Response from Leeann Naidoo, Concordia Coaching.

Congratulations and well done! Your hard work is soon to pay off. There are many things that you could easily get lost in trying to set up and before you know it, months have passed, you have a beautiful website and glossy magazines, but no clients! The tips below are what I found worked best for me.

1. Be clear on what type of coaching you are offering and to whom. This is critical. Some coaches select an area of coaching that is pretty saturated, where as others choose a niche and draw great success from it. Do some research on google to see what other life and business coaches are offering; look at what niche coaches are doing; talk to your friends and colleagues and get their opinions on what they believe to be your strengths in coaching; ask your clients for feedback on where to position yourself. Finally, do some introspection – what do you enjoy doing? Who do you enjoy working with? What types of issues do you enjoy coaching? How does this fit with your lifestyle and core values?

2. Draw out the 3 things that are different about you / your coaching proposition. What is your unique selling point? What makes you stand out from other coaches in your field? This is important and make sure that it stands out in every interaction people have with you, your material or your electronic media.

3. Network, network, network! By this I mean create opportunities to talk to people about your coaching offer. Whilst e-mails, blogs, advertising etc are helpful, from my experience carving out time everyday to make contact with people to market my services was important to ensure I had a pipeline of work. In the early days you may need to give away free coaching sessions, offering your time free of charge to talk to individuals, teams and companies in various companies.

4. With networking in mind ensure that you have the basics in place. Business cards are one of those things! Always have business cards on hand. Ensure that you give your business cards and other supporting material (eg. flyers, brochures, letterheads, etc) all due consideration: is the information legible, do they convey your image adequately, are they enticing? Ensure your contact details are also clear and professional – ensure you have the appropriate e-mail address: having a Yahoo or Gmail or Hotmail account is not professional. They are fine for friends and families but not for business!

5. Do some research into how to set up your business. This could take the form of reading books, doing short courses or even getting a mentor to walk you through setting up your business. This will help you expedite the process and avoid you falling into the numerous pitfalls that may present themselves.
Question Two: “What are the top 3 Coaching models I should include in my armoury of coaching tools and practices?”

Response from Gerard O'Donovan, CEO Noble Manhattan.

Coaching models are absolutely wonderful, and do a fantastic job. If we think that one of the basic tenets of coaching is to use tried and trusted models, and the first law of coaching IS “ first do no harm”, then coaching models help to ensure that this is what happens.

A Coaching model is many things - it is a process, an effective tool, it could be a crutch to lean on, but most importantly it is a tried and tested secure path to follow.

There are countless coaching models available at the moment. One of the tried and trusted is of course the TGROW model where clients are coached through a topic of their choice, a clear goal for their coaching sessions, exploring the reality of the situation, considering options to address the issue, and agreeing the way forward.

A useful source for coaching models may be my book called “The Ultimate Compendium of Coaching Models.”

One of the coaching models I find is quite popular with clients is the ‘Achieve’ coaching model - here is an excerpt from my book.

ACHIEVE Coaching Model

Another model from my book is the IDEAL Coaching Model – Identify, Discover, Empower, Act, Live. Feel free to contact me directly for more information. Gerard@noble-manhattan.com

Question Three: “Could you direct us towards references on the difference between business and validation of life coaching? And also its difference from therapy?”

Response by Shira Bassi, BA ACA MBA CPCC:

It’s an interesting question and it’s a theoretically subjective response depending on who you ask – the therapist, business coach or life coach. So please do not take what I say as gospel as it’s simply from my experience. Also please note that my response will be from the Successful Heart Leaders’ angle which is from a business and executive coaching perspective.

Fundamentally, a therapist works on issues brought up from the past and is not specifically looking at moving the client into the present or the future. The executive and business coach is very goal and result-oriented and will also look at the past to resolve any underlying issues that are stopping the client from moving forward but will not stop there as a therapist might.

Surveys are constantly being done on the validity of the coaching profession as a whole as it’s a relatively new industry sector. The ICF, where I graduated as certified coach and where I was also a board member in the UK, regularly conducts surveys and is finishing one for 2011 - it’s called the ICF Global Coaching Study. Feel free to ask for their results once they are published. Some business schools also are now conducting surveys of their own but it’s a very hit and miss approach and the validity is slowly gathering. As an intangible service, it’s not so easy to see the correlation to ROI or profits or wellbeing; but the overall stress levels do come down and morale is higher in businesses and individuals who apply coaching.
“Citius, Altius, Fortius” the Olympic motto of “faster, higher, stronger” is also the perfect aphorism describing the quest of modern business seeking faster innovation cycles, higher efficiencies and stronger customer relationships. This is being powered by a new breed of top performing CEO’s who are tapping into a secret well understood by world class athletes.

Guess who Michael Phelps attributed his 22 Olympic career medals of which 18 were gold in the just concluded London Olympics 2012 to? “He has been the one person that’s got me where I am today. He’s the best coach for me,” paying tribute to Bob Bowman, his coach for nearly 18 years. Those in the inner circle of Phelps say that Bowman is a father figure, a friend, a business partner, an adviser, a spokesman, even a bit of a bodyguard.

“I would say that the reason we have done so well together is that we are both absolutely honest with each other all the time,” Bowman, 47, said. “For a swimmer, I’m their eyes out of the water.

They can’t see what they’re doing. A lot of times what you think you’re feeling isn’t exactly what you’re supposed to be doing. The most important thing a coach provides is feedback. Also, I think we give guidance and motivation. The coach really is a partner in your activity, and I think it’s so much better when you have one.”

Similarly even the Top CEO’s are turning to coaches or are being actively persuaded by their Board of Directors to take the help of Executive Coaches.

Executive Coaches are increasingly being sought to provide the same candid behavioural insights and feedback to CEO’s which would not be easy to get because of their status, sometimes overpowering personalities or even highly filtered communication channels or organisational power plays. The coach then becomes the CEO’s eyes and ears however not casting a Svengali like influence but more as a trusted and unbiased advocate for his personal growth. The coach communicates by observing and making the CEO realise the personal impact of his behaviours and uses the observed facts to trigger his consciousness only to achieve positive changes.

Take the example of David Pottruck, president and CEO of Charles Schwab & Co., who credits former IBM executive Terry Pearce with transforming him from a sharp-elbowed despot into a sensitive consensus-builder. Pfizer Chairman Henry McKinnell was so enthusiastic about the feedback he got from coach Dan Ciampa that he posted his own performance review on the company’s internal Web site.

Usain Bolt created a new Olympic record in London 2012 running 100m in 9.63 seconds. The race was so fast that the top 3 medallist ran it under 9.7 seconds...unbelievable!
Bolt has identified what makes his coach Glen Mills special: “There’s times when you want to doubt yourself,” he admits. “But coach is always there to say, ‘Don’t worry, I know what I can do to make you run faster, and what you need to do is to go faster.’”

Executive Coaches are helping CEO’s to stay motivated and handle their perceived loneliness at the top. Keeping them focussed on their goals no matter the distraction of competing tugs and pulls on their time.

“I absolutely believe that people, unless coached, never reach their maximum capabilities.” — Bob Nardelli, former CEO, Home Depot.

Executive Coaches are stretching CEO’s to push their self-beliefs even further and create a protected space to be questioned and held accountable for their commitments. Some of the most effective coaches are using innovative practices to break inhibiting and self-destructive behaviour. CEOs find experienced coaches a safe sounding board for their ideas especially in ensuring all the risks have been understood and impacts across complex business operations are factored in, by the coach’s use of questioning techniques.

My responsibility is to help them look inside themselves as much as outside,” says Dan Ciampa. “Without a coach, a lot of CEOs are likely to give up” he says. My responsibility is to help them look inside themselves as much as outside,” says Dan Ciampa. “Without a coach, a lot of CEOs are likely to give up” he says.

Executive coaches are also helping CEO’s re-discover their work-life balance and re-energising them, helping them deal with burn–out. Sometimes the celebrity CEO gets so caught up in his own image he isolates himself from on-the-ground realities. This can be highly dangerous in corporations where large number of employees and billions of dollars of business can be crippled with super-nova CEO’s. Here skilful executive coaches can provide the mirror to their coachee to open him/herself up to dealing with and not hiding from vulnerabilities.

The world’s best athletes take the help of dedicated coaches to achieve their best pushing boundaries and breaking barriers. Behind those superstars are the coaches who plan their programmes and put them on the way to success.

“CEOs realize they need to be the world-class athletes of business,” says Bain CEO John Donahoe. “And contrary to being a sign of weakness, it’s now perceived as a strength if people are getting help and investing in themselves.”

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Acknowledgements:
2. bbc.co.uk/sport -Meet the coaches behind the world’s best Olympic teams (2012, Aug 14) http://bbc.co.uk/sport/0/olympics/19253531
Notice that it is not professional development but people development.

Professional development sees a person in only one dimension – their job. People development looks at that same person as a whole – a sum of specific roles e.g. mother, partner, SVP, PTA and Brownie leader. Ignoring the other roles jeopardizes individual, team and organizational performance and adversely impacts staff retention, costs, profits etc.

People come to work with all their roles. For some, those roles bring with them issues, challenges and distractions. These can adversely affect performance not only for the individual but also across the organization.

To develop your people to their fullest potential and thereby enhance their performance and maximize your ROI, your strategy must be holistic with a role-specific approach. It must encompass the 4 Concepts of People Development™:

The Big Picture
Raise the importance of having a role-specific Big Picture and how it is applied in terms of individual, team and company development.

Peak Performance
Identify what peak performance looks like, thinks like, feels like and behaves like. Establish what Competence, Commitment and the ability to Communicate is required and how that is orchestrated by what and how we think.

The Path to Peak Performance
Establish where your organization is on your path. Determine what is holding you back and what needs to be done to overcome those hindrances. Only then can the Peak Performance concept be fully applied.

The 4 Phases of Role-Specific Development
Establish an awareness of the phases you develop through – Hope to Belief to Knowing to Mystery, where you are as an organization right now and where you need to develop your people in order to enhance performance and attract and achieve growth and results.

Investing in and implementing these 4 Concepts through your people development strategy will always enhance performance and attract the best people – after all people like to know they are valued. Additionally, these can also be applied across each person’s life roles so you also create sustainable synergy across all roles. A further key benefit is that you also gain market share over your competition because you value your greatest asset – your people - who are to be protected and invested in to ensure the greatest return.

So create your people development strategy. Your future depends on it!
BE PART OF THE THE PROFESSIONAL COMMUNITY
FIND NEW CLIENTS THROUGH OUR CLIENT REFERRALS
JOIN US FOR PROFESSIONAL COACHING SEMINARS

www.internationalinstituteofcoaching.org
BY SILVANA BUDISTEANU

We are living strange times, when the world’s economy is shaken. This worldwide crisis – at a much deeper level than just the financial part, I dare say - is unprecedented.

As an entrepreneur for the last fifteen years I have asked myself what I would do – assuming that I do not know very much about coaching – if someone came up to me to offer coaching. What must the coach do or say to trigger my interest? More so, why should I invest in an entrepreneurial coaching program while I am struggling to survive? So, what's in it for me? This is the question!

So, what are the benefits of coaching for entrepreneurs nowadays?

Maybe I should specify that in Romania, at least, this subject is still in its early days. Still, after a conversation with one of my colleagues from the United States, I understand that there is still a need to “teach” people about coaching, as they say. But again, my entrepreneurial self tells me blankly: “Nay! You know, it really sounds interesting, but for another time maybe. I have a business to save so ... I am out of here!”

1. In my opinion, the number one benefit is the change of perspective such as in the statement “we live in interesting times” instead of “we live in difficult times”; the ability to see the solution today, whereas yesterday there was a huge blockage; the possibility of dismantling, piece by piece, the “issue” to find alternatives.

2. Finding the gold in the darkness. In days like these it may feel like all the doors are closed. Yet, there are still resources which can be used in new and different ways – some of them may never be discovered, others taken for granted. There must be something that did work well in the past that can be reused, just like in a recycling process. And, what is so important is the discovery of what is already at hand and does not require additional investment (maybe people never used their full potential or made best use of their technical knowledge) – whatever it is, it may be as valuable as gold.

3. Reorganizing when growth / development does not seem possible. After talking with several entrepreneurs I have concluded that one of their major problems is the lack of money for investments. During the last few years, this lack has turned into a relentless battle for survival so there is no wonder that I have frequently heard: “what I really need is to reorganize my business, for I know how to make it grow, but I do not have the money.” The shifts in perspective which happen during the coaching process enable the coachee to find new methods of organizing the business and even attract new investments. The client can use justifiable emotions like fear or even panic in order to unleash creativity and see that niche looming or another business that was not possible in “normal” times.

4. An experience that you will use for life. Every time I work I remind my partners (because this is how I like to refer to my clients) that coaching is not just punctual. It becomes an ability, a tool that if exercised constantly, can consistently be of help in any area of life.

5. OK, OK! So what’s in it for me? – the entrepreneur asks again, eager to summarize. Positive change, vision, solution, plan and action, hope and faith – that’s all there is - answers the coach.
ELEVEN TRUTHS about COACHING

By Betska K-Burr

Written by Accredited Master Coach (IIC), Betska K-Burr, The Guru Coach™. Betska is a best-selling author of many books and the developer of a multi-award-winning scientifically engineered coaching system called Power Coaching® with Mind-Kinetics® (PCMK™). Students from around the globe achieve their certification in Coaching with this powerful model.

The world is experiencing the multiple benefits of having a Coach who creates an environment where all things are possible. This list of eleven truths about coaching is a collection of voices who are coaching as entrepreneurs, inside corporations and in the home. Here they are . . .

Truth #1: We have great successes to celebrate thus far! If you have been coaching for some time, stop reading now and give yourself a hug! You are awesome. Every coaching session that you do brings more light to this world.

Truth #2: Clients benefit greatly when they invite Spirit back into their lives. As stated, coaching has come on to this planet as a vehicle for enlightenment or greater consciousness. Coaching results are maximized when our Clients are invited to put Spirit back into their lives. Coaching can help repair the moral fabric of our lives to prevent a lot of unnecessary hardship and suffering.

Truth #3: Coaching based solely on a series of logical questions is outdated. Coaching results are maximized when our Clients are invited to use their whole brain/mind. Science has proven that our Clients will only change their behaviours once the beliefs in their subconscious mind have shifted positively. The subconscious and the superconscious are jewels to strengthen us and to give us the power to be the highest of noble beings. Therefore, an extraordinary Coach is trained to ask alternating questions – left brain, right brain, conscious, subconscious and superconscious. I call it ‘pentalateral’ thinking.

Truth #4: Our beliefs control our bodies, our minds, and therefore our lives. What we think both consciously and subconsciously we become. If we consciously and subconsciously believe in what we are doing, we will influence others.

In order for a Client to move forward, there must be congruency between their conscious and subconscious minds.

Truth #5: The environment plays a major role in our transformation. Our Clients can support the change in their beliefs and influence their lives more positively by changing their environment. In other words, whatever is toxic in our world, we need to change it. Cell biologist Bruce Lipton proved this point in a very simple way. A petri dish full of sick cells was placed in a positive environment. Just shifting the environment brought the sick cells back into a healthy state. Interesting eh?

Truth #6: Clients want and deserve the fastest, most effective coaching methodologies. We live in a results-oriented society. Coaching methodologies are advancing to give our Clients fast, effective results. The old coaching methods simply don’t work well anymore.

Truth #7: Let’s learn from our Co-Workers in similar professions. By offering our coaching Clients scientific, whole-brain modalities, we will avoid the same Client frustration and keep the coaching profession in a well-respected position.

Truth #8: Our Clients deserve to be coached by the best. The most effective Coaches are those who work seriously towards mind, body, spirit mastery. These Coaches meditate for at least one hour per day (two – three hours is better) in order to stay connected to their highest intuitive Godself, they nurture their bodies with a pure compassionate non-violent diet (vegan), they refrain from mind-altering substances and they self-Coach daily to continuously shift their unconstructive subconscious programming into positive beliefs. Coaches, no matter how experienced they are, need to have their own Coach or two to continue making breakthroughs in their own thinking. They are role models for their Clients. In other words, these Coaches truly love themselves and see the world with non-judging eyes. Then, maybe, just maybe, we can help stop wars, poverty, drug addictions… What do you think? Is it possible? Absolutely.

Truth #9: We could consider making “three stops”. Stop calling ourselves “Coaches” if all we do is give advice to our Clients. We can stop believing that we have all the answers for our Clients. Unless we are fully enlightened, we can’t see inside their heads. Our Clients have the answers—our main job is to help them find them. Lastly, we can stop minimizing our abilities as a Coach. We are truly brilliant inside. When we embrace and become masters of our own mind, body and spirit we are astonished by our genius thinking abilities.

Truth #10: Be prayerful and pray sincerely. There always will be times when we become stuck in the middle of a coaching session. The next perfect question simply won’t come. There are many ways to reconnect to our higher power and get out of this professional dilemma. Just pray sincerely and the next question will ‘pop’ in.

Truth #11: Acknowledge there are some issues that can only be solved by the grace of God. The more coaching experience I gain, the more I realize there are simply issues that can only be solved by the grace of God because some Clients come with very heavy karma. God because some Clients come with very heavy karma. Which brings us to the New Definition of Coaching: “Coaching involves profiling one’s life to determine strengths and areas of improvement, primarily the asking of questions in a professional manner to assist individuals and groups to raise their consciousness to understand unconscious or conscious motivation, to change unconstructive thoughts, words and actions into positive ones, to achieve goals, to solve challenges, and stream in genius solutions for permanent positive change.”

For Coach Training visit www.Coachinggandleadership.com To order her latest book The “God” in Coaching, visit www.TheGodinCoaching.com
10 HABITS OF EFFECTIVE BUSINESS COACHES

by Bartosz Zieleznik

AUTHOR'S NOTE:
Bartosz Zieleznik is an international career coach. He specialises in helping people achieve work-life balance through unlocking their true creative potential. He is a leader of Noble Manhattan’s Coaching Support Group in Poznan and a founder of the Global Coaching Lab – an international coaching think tank. Before becoming a coach, Bartosz had been working for 5 years as a teacher and soft skills trainer in a corporate environment. He also held the position of Editor-in-Chief of a bi-monthly nationwide magazine and worked as a project manager.

Coaching has recently become a crucial area in strategic business development. An increasing number of companies hire coaches to boost performance of their key employees, increase their motivation and help them deal with personal issues. In the last few years we have seen many leading international corporations introduce coaching on all levels of their organization.

But what really makes a good business coach? Career coach, Bartosz Zieleźnik takes a look at the key habits that most profoundly increase the effectiveness of successful business coaches.

1. Constantly improve your skills
Successful business coaches always know exactly where they are and how competent they feel in what they are doing. That does not mean they choose to pursue only one path of education in order to show off the depth of their skills. Instead, they look for the paths that engage and provoke their thoughts in a way that they can leverage their own strength and experience to inspire others. This implies that business coaches do not have a solution to every problem.

At some point, they have all realized that (especially in corporate environment) a well-established solution may not always be the best one or the only one. Even with the best training and experience they can achieve through mentors and teachers, none of the effective business coaches I have met so far, ever stopped developing their skills, tools and character.

In business, many people strive to find one universal way of doing things (aka company know-how), back it up with years of research and experience and pass it down the organization. Repeating old patterns can only lead to old solutions and because we always look for the best, easiest or fastest way of doing things, we tend to overlook the facts that lay further from the obvious.

2. Have courage and faith
Fears and doubts are our second nature. Nothing hinders success more than being afraid of failure and nothing holds us back more than doubting one’s own skills. Two things can help break through the glass ceiling: acceptance of the nature of things, and determination.

Good business coaches empower their customers to look beyond the facts. They have become courageous over the years and discovered a way to move past their own limitations. Rekindling the true sense of purpose is the key. Exceptional business coaches have learnt to deal with fears and doubts and move forward even in high-pressure environments.
3. Display clarity
Coaches who aspire to achieve great goals always have a clear sense of direction and know exactly where they are going. They are always clear about their own skills, strengths and knowledge. In addition, it is a routine for them to know what they want in every situation and how to tackle the problems that may confront them.

When giving instructions or handling training sessions for managers and professionals within the business arena, they are confident and exhibit the highest level of clarity possible, so as to facilitate the learning process for the attendees. Clarity inspires clients and makes them believe in their own skills.

4. Show a high level of commitment
While in the business world it is easy to get distracted and wander off course, these experts have figured out a way to possess high levels of determination so that they can take consistent actions that help them focus on target and commit to any task with a desired level of effort. This way they also encourage their clients to value commitment as one of the vital ingredients for any successful business undertaking.

Commitment is a key ingredient of any success story. It is therefore not surprising that many business coaches show a high level of commitment to the next task at hand. This way they lead and inspire by their own example.

5. Control your calendar
That’s a big one. Ask yourself a question: Do I control my calendar or maybe it’s my calendar that controls me? Successful business coaches learn to value their daily agendas and develop day-planning habits in order to have complete control over their time. This is because they realize that it is too easy to let hours slip in between scheduled meetings. Overloaded schedules and working under time pressure are common in the business world, but a successful coach never gets snowed under. Simply put, it’s bad for business.

For a beginner business coach, it is vital to learn how to manage time and get the most important things done without putting them off. Second vital skill is planning work in a way that it gets done way before due dates, rather than being exposed to unnecessary pressure and stress common to the issues of meeting deadlines at very last moments. The mastery of time is one habit that keeps effective people constantly motivated and leaves no room for the unnecessary time killers. We all know that saying “If you want something done, give it to a busy person.”

With the mastery of time, business coaches can develop a good control over other aspects of life. Learning how to plan well and get your day organized are just as important as having the ability to leverage one’s own performance and personal efforts. Outsourcing or delegating one’s time-consuming tasks is a great habit that helps not only save precious time but also compresses one’s day into tighter timeframes.

Effective coaches who know how to master their time and calendar well are never late for appointments and always take the time to prepare. Managing one’s time also means allowing for rest, social life and proper nutrition. A well-organized calendar is the one that includes and separates all the areas of well-balanced life. This way, their health and emotional well-being are duly cared for in a suitable way without jeopardizing other areas of life.

6. Adapt to changes
Plans change. People change. Meetings get moved. We cannot expect everything to always to follow a predefined course. Constant change is but an inevitable phenomenon of life. I’ve discovered that understanding the dynamics of life is one of the most essential skills of an effective business person. Just like stock brokers, effective business coaches have the ability to tolerate a very high amount of uncertainty and base their decisions on their intuition only. In doing so, they are quick to adjust to changing events because they have been trained to master the patterns of process of change.

Due to their training and skills, effective business coaches are able to manage stress in any difficult situation they may find themselves in. They are also skilled and motivated to manage their enthusiasm so that they can react with wisdom and creativity to the opportunity they may find.

7. Show compassion
On a personal level, coaches naturally care about others. It is more of a feature of character than it is a trait of training, yet compassion can be learned both from books and from experience. Business coaches are not just there to motivate workers or employees to perform; they also show a sense of understanding where necessary and listen to the feelings of those they are working with.

Some of their habits apart from the win-win thinking also include the belief that one must give to in order to receive. This simple notion manages to open up even the most difficult clients, just by working against the notion that in business “there’s no such thing as a free lunch!”
Most of the top business coaches I met view life as an interconnected ecosystem. Therefore, it is no surprise that they all treat others the same way they would like to be treated and feel a great deal of satisfaction when they see their competitors succeed. One of the most inspiring conversations I’ve ever had about business coaching ended in words: “do not be afraid of your competitors – you should wish them well and give them your best – after all, a rising tide raises all ships.”

8. Expand your network

I’ve heard many people complain about how little they make as business coaches. Although very successful at their jobs, they received little financial recognition for their services. Frankly, it does not matter how brilliant you are if you have one client a year. Successful coaches are always able to go where the money is and expand their network of contacts. We tend to surround ourselves with the same sorts of people all the time and forget how important it is to make new connections.

Many effective business coaches place a high value on the vital relationships in their lives and attend many social gatherings, clubs and meetings all the time. Developing relationships is the absolute top on their priority list and they constantly expand their social networks.

Virtual relationships are equally as important, because they allow them to reach far beyond their original network and spread the word about their work outside the local market. For this, a good website is just as essential as making one’s presence visible on the Internet.

9. Be honest

Effective business coaches usually display a high level of honesty and integrity in all their affairs. Always telling the truth no matter what is one thing, but establishing and keeping to one’s personal standards is equally as important. In particular, I found that people who are in a habit of constantly evaluating their own thoughts, assumptions and behaviours make excellent business coaches.

Honesty and openness are hardly the habits of modern businesspeople, no matter what it says on their company’s mission statement. In fact, business environments promote dishonesty and many observations made by a professional business coaches are simply not welcome. It is therefore paramount for an effective business coach to work in accordance with his or her own standards, always be honest and never lose integrity.
10. Have a greater purpose in life

As much as focusing on the needs of others is vital in every professional coach’s work, it is looking beyond all that in search of a greater purpose that matters. Effective business coaches achieve the richness and meaning in their lives because they have a cause, a mission, or a greater purpose in doing what they do. The key to achieving extraordinary results in their endeavours is always in the larger picture. And as they perceive their client as the main agent of change, it is his or her role in the larger perspective that really matters. Effective business coaches always strive to change the world for the better. There is no doubt that business coaches provide a great deal of assistance to business executives, managers and professionals who want to strengthen their position in the business arena. Coaching makes managers more proactive and helps them unleash their true potential. A good coach can really turn a company around.
On Being a Coach: The importance of Reflective Practice

It’s my belief that when we sit with a client we take a privileged position. The client is there to work on themselves, to explore their vulnerabilities and their strengths as part of their journey to achieving their goals. So what have we done to earn our right to take that seat? If we can’t put our hand on our hearts and know that we’ve done at least as much work on ourselves as we are expecting the client to do, then perhaps we need to think twice before getting too comfortable in the coach’s chair?

That said, I wouldn’t promote the view that as coaches we have to be the finished article – on the contrary we are all a work in progress. My sense is that it’s often our self-doubt and “human-ness” that leads to great coaching interventions. However, if we are to truly be in the service of our client (and not just using them to work on our stuff!) then becoming a reflective practitioner is a primary enabler for doing our best work. Nobody really tells you that when you start out as a coach, certainly for those amongst us who are pragmatic and action oriented individuals, all we really want is to get stuck in and learn by doing. I know from personal experience just how much a struggle it can be to make dedicated time for “reflection”. This is the first of three articles which is set out to help you create an approach to a reflection that fits your personal preference and your lifestyle. The focus of this article is about reflecting independently, the second article will look at reflection with your Peers and the final part will look at reflection with a Supervisor.

Getting started ...

When thinking about self-reflection, the place to start is to know your Learning Style. If you don’t know this yet, complete the Honey & Mumford Learning Styles questionnaire and find out whether you are a Reflector, Activist, Pragmatist or a Theorist. If you are not a natural “reflector” then be prepared to experiment with a number of “methods” before you find a way to reflect that works for you. Once you have determined “how” you want to reflect, the next question is “what exactly should you reflect on?” Here are some ideas that you might find useful:

Using Competency Frameworks to structure our reflections

When starting to learn something new, many people find frameworks helpful. If we are serious about becoming a professional coach then aligning ourselves with a professional body is a natural step. All of the professional bodies will offer services and events that help our Continuous Professional Development (CPD) and if we choose to become accredited with them, this can be part of our brand. Each of the professional bodies, like the Association for Coaching (www.associationforcoaching.com), EMCC (www.emccouncil.org.uk/en) and ICF (www.coachfederation.org.uk) work with a competency framework. So as a starting point, a simple self-assessment against one of these competency frameworks can give us a sense of our strengths and development areas. Consider both how well you do them and how often you do them. A template is provided on the Reflection Resources on our website. What’s interesting is that as a practicing coach, like any skill we can get locked into habitual ways of working with people. So even accomplished coaches can benefit from a sense check on whether they demonstrate the whole range of competencies or whether they rely on some “favourites.”
Mapping your energy to the coaching life cycle

Let's consider our client work – what's our favourite bit of the client life cycle? Is it the rapport building? The exploring? Or the driving to action? Whilst our favourites will drive our energies and attract the clients that are right for us – it's important to be competent at all parts, i.e. the “beginnings, middles and ends” of the client relationship. We have a template which can help map this out. This can help identify both what our focus is and importantly what our potential blind spots might be as a result?

Reviewing client work

So what about the “meaty” stuff … the actual client work? This of course is a major source of learning. Borrowing from the world of coaching supervision, Hawkins (2006)1 seven eyed model (well part of it anyway) is again a really useful structure for looking back on what happened in the coaching room.

Eye 1: the client – what did the client bring into the room? What’s their history? What are their beliefs? What’s happening in their life outside of work? How much does success matter to them? What was the traffic like that morning?

Eye 2: the intervention – what transaction took place with the client? What prompted you to choose that intervention? How did it go?

Eye 3: the relationship between yourself and the client – How strong is your connection? Do you like them? Do they like you? Did the session go the same or different to other sessions with them? How does it compare to other clients you work with?

Eye 4: the coach - what did you bring into the room? What’s your history? What are your beliefs? What’s happening in your life outside of coaching? How much does success matter to you? What was the traffic like that morning? How are you experiencing your client in the here and now?

Eye 7: the wider context – what’s happening in the organisation that they work for? What kind of support systems do they have? How is the wider economic climate impacting on them or their organisation? Note: eyes 5 and 6 are really only accessed in Supervision so I will say more about them in the third article of this series.

Using client feedback

Provided we have contracted with our client appropriately, client feedback can be a useful source of learning. When starting out I routinely asked “So what worked well for you?” and “What could I do differently?” These were useful questions but if overused they become “habit” rather than “genuine enquiries”. So it can be helpful to think of a number of variations that will help us review our effectiveness with the client. I particularly like “Was there a “turning point” for you today?” because I will have my own hypothesis about this and sometimes the client identifies the same place, and often times they identify something completely different! Alternatively, many coaches like to be a bit more creative – and ask “So if today’s session was a dance/animal/song/car – what kind would it be?”

There are a couple words of warning which surrounds seeking client feedback. Firstly, a client may need time to reflect, so asking these questions immediately at the end of a session may not generate the most useful feedback. Sometimes things need to settle before meaning can be derived. Secondly, we need to remember that the coaching is for the client not us – they will not have been evaluating “how well are they doing” during the coaching session, our development shouldn’t have to be their primary concern.

Reflecting fluidly

For those of us who prefer to be a bit more free flowing, on our website we have three templates which provide a structure to deepen our reflections on whatever material or topic occurs to us might be useful to reflect upon.
The importance of documenting our reflections...

Whichever route we take, it’s important to document our reflections. The very act of getting thoughts from head to paper starts to provide order to the chaos, and starts to unearth “stuff” that was just out of our awareness. Secondly, when we have a series of reflections on paper, we can then do a “meta-reflection” and it’s illuminating what themes emerge. For those who love to write a diary this will probably come quite naturally. However, for those who don’t (including myself), no matter how many fancy notebooks we purchase, sustained written reflection will remain elusive! From my own personal learning I know that I can regularly reflect on my own “when I had to” for example, when I was training and I also managed to do it when I worked regularly in London and could use the time back on the train, to consider how a session had gone. So we need to consider what’s going to drive us to reflect and when we can find some protected time to actually do some reflection.

Pulling it all together...

As professional coaches we need to have a “bio”. For independent coaches, a bio is frequently the document that helps potential clients select us, and so we’re unlikely to get far without one. However, even as an internal coach it can be helpful to inform our clients on how they might experience working with us. For me this is the document that sums up what I know about myself and how I work with clients – and it’s changed many, many times since the first version. Even for those just starting out, articulating your coaching style on a “bio” can highlight where our self-awareness is already strong and where we could stretch it further. A template is provided on our website; I’m sure you will learn more about yourself in the writing of it. I know I did!

We hope that all of our free resources on our website are straightforward. However, if you would like some support in working with them, or find that you can only get so far as reflecting on your own, we are always happy to have a quick conversation. Our contact details are given below, along with the URL for all of the resources already mentioned.

We hope you found this article useful, look out for the second article of this series in the next edition, which will provide some hints and tips on how to get the most out of reflecting with our peers.

ABOUT THE AUTHOR: Michelle Lucas is a practicing Executive and Career Coach as well as a Coach Supervisor. She has a background in Psychology and Commercial HR and was trained as both a coach and a coach supervisor at Oxford Brookes University. She is an Accredited Coach with the Association for Coaching and also works for them in a voluntary capacity as the AC Supervision Lead. She began her coaching business “greenfields” in 2003.

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A step change in coaching capability...

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This is an invitation to join a coaching community for practising coaches to attain our next level of capability, taking the whole person into the coaching relationship and improving our skills at being fully present with our clients.

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Interview with Tony Mayo (USA), Aboodi Shabi (UK), and Magda Niculescu (Romania)

Tony Mayo (USA), Aboodi Shabi (UK) and Magda Niculescu (Romania) are three experienced executive coaches with three ways of seeing the world, but they all agree on one thing, there is a new context in the world where coaching is developing, especially in a corporate sector facing all the challenges of the 21st century.

Does coaching in different cultural contexts vary from one place to another? What are the considerations to keep in mind when coaching in the global context? And what are the benefits of Executive Coaching? These are some of the topics we discussed with Tony, Aboodi and Magda, who themselves come from diverse cultural paradigms, not only geographically but in the way they are applying their coaching in the corporate world.

Whether you use meditation, acknowledge cultural discourses or simply see your coachee as anybody else, coaching in the global context always finds its best place by borrowing someone else’s lenses with a great sense of curiosity and without taking culture for granted while viewing the world.

Tony Mayo, a well-known CEO Executive Coach from California USA, who has been researching brain science, high energy physics and eastern philosophy, gets top executives placed in high corporate positions to “stop, center, and find their breathing” in order to focus in that blank state of mind which will effectively allow them to reach appropriate and efficient managerial decisions for their companies.

Aboodi Shabi, PCC Director of Coaching and Training of Newfield Europe, who grew up in the UK as the son of an Iraqi father and a Lebanese mother, has learnt tacitly from an earlier age that in his world there were always two worlds: the one from his family and the one from the London streets. He never took anyone’s view of the world for granted, which is what most of us do when faced with a different culture. To think, “this is just the way it is,” locked us into no possibility for real change, said Tony when discussing his work in the international environment.

For Magda Niculescu, Life and Executive coach in Romania, who also grew up between two cultures, the bottom line is that at the end of the day everyone who is coming for executive coaching wants the same things: to have a better fulfilling working life. Then, her approach takes the same journey whether the person comes from a different cultural background, or social status, or life experience, it does not matter.

Their Philosophies

Tony Mayo started in 1995 to work with a group of executives “experimenting with meditation” and following up the results under the endorsement of Dr Herver Benson at Harvard Medical School. Highly educated executives, said Tony, were asked to get in a comfortable position, put their hands in their laps, close their eyes and breathe slowly. He led the participants into the meditation which later they would comment on in order to register their experiences for the study. They become a regular group and became a continuing part of Tony’s work, which made him known as “the meditation executive coach”!

For Tony encouraging meditation and incorporating yoga as part of the coaching journey, was the natural thing to do in this new time in history. “I think it is the key skill for our era, because as I often say to my clients, some of the smartest most energetic well financed people in the world are trying to distract you.
They are marketing, advertising, trying to get you to put your life behind their cost. And if we don’t learn where we can best put our attention in this kind of world, we can become victims of the situation.”

Sit quietly, centered and meditate - most executives think they don’t have time for this kind of practice, said Tony. When I tell them that by doing seemingly nothing, they are going to make better choices about what they do, they put their energy into it. They can’t argue with that. Nobody coming for coaching feels they are using their time wisely. They all know they are wasting time. They are getting distracted and so on. When you talk to executives about this, they realize that in fact much of what they are currently doing is counterproductive to what they want to achieve, so learning to meditate or practicing yoga or simply body stretching during their work hours gives them an immediate benefit which leads to more clear and rounded decisions on important matters in their companies.

For Aboodi Shabi, who has been inspired by his own life experience and influenced by ontological coaching through the work of Fernando Flores and Julio Olalla, cultural discourses plays an important role in his approach as a coach. “Growing up as a child of Arabic parents in ‘Brittan,’ and a very different ‘Brittan’ than the Britain that we have today, (in the 1960’s in a very white middle class part of Britain), it was very clear to me from a very early age that there were two different words going on... [but] I didn’t know then that I was living two different worlds; I just thought I was a bit weird, or my family was a bit weird, and I couldn’t really make sense of it. And then when I discovered Julio Olalla and his work, one of the gifts that I got from working with him was the capacity to articulate this experience of mine in terms of cultural discourses and living in different worlds”.

In order to genuinely consider cultural dimensions working as a coach, one would also need to look through the process of the coachee’s journey. Coming out with an action list at the end of the session may not be necessarily the best outcome for a coachee that is under a lot of distress and is feeling stuck at some points. This can also be a culturally specific discourse, different to the one where timing and sitting for a while on a particular topic, may be the door to the next level of their personal growth.

For Magda Niculescu, an Executive Coach for Transformative Leadership, her inspiration comes from her experience in the corporate world. For her, at some point in her career, she felt as if her life seemed very limited, narrow and predictable as if the colors had run out of it, prompting her to look in different directions for a better outlook and the search of happiness. Ultimately, she said, I realized that life cannot be only about enjoyment at work, but also about a more successful life. And I think one access to both Success and Happiness, comes from finding more meaning in what you do and making it work to make a big difference in the lives of others and your own.

Looking at the 21st century, said Magda, with all sort of crises that the world is going through, from economic, financial to ecological, it seems there is so much to figure out and to solve. Somebody said, “The 21st century will be a spiritual century or it will not be at all.” So, clearly there is a need for personal development, not to say awakening, at every level. And since the business world and the money is running short nowadays, there is so much need for this sort of awakening.

Working in the Global Context
Coaching in the global context, according to Aboodi Shabi, demands an important question: “Why we do what we do, and to question the very soup in which we are, that normally we just take for granted, as “this is just the way that it is” rather than “this is what we have learned to do” and therefore a whole range of other possibilities are available to us.”

For instance, said Aboodi, if a culture is led by strong emotions, then we must wonder how we can navigate in a culture that DOES emotions, instead of assuming that our way of doing things is the only way to interpret the world. The same if a culture is perceived by not doing emotions one cannot assume that they are uptight but instead learn something different about them.
For Tony Mayo, coming from a more scientific and philosophical perspective, he starts from the understanding that “things behave in a way that is consistent with their nature, with how they are made, so by the same chance when something is put together then you get a better idea of how they operate; [therefore] by looking at how people are put together, you get some ideas on how they operate.”

Tony also refers to “historical conversations” as a tool for understanding differences nowadays. Historical conversations advocate that we all start a conversation a long time before we come to this world; the conversation our parents had while we were in the gestation period and what continues through our life, is something which influences our present today. “So everyone has an interaction to the bunch of these other conversations; and that gives us a world [and an interpretation] ... relating to what’s going on.” Therefore when you are coaching in the global context, you are faced with all these conversations. “If you can get at that truth with everybody, your encounter is a lot easier to work cross culturally.”

For Magda Niculescu, although coming from a different cultural background provides a new element to the coaching, primarily she believes that this is just one more aspect like any other for the coaching process, and no major differences will exist in the coaching journey. “My idea is that culture, or multicultural people living in different cultures, is just one of the many elements that makes an individual client unique through how he is and through what his challenges are; it is just one factor that makes that client and the contact unique, I don’t see a special ‘type’ of difference. Because, in the end, my point is that you still work with a human being, who is determined or has been predetermined by his or her experiences. And living in different cultures is one of many circumstances of life that can impact the person.”

A Good Executive Coach in the Global Context

Certainly there is no right or wrong answer when it comes to looking for the best quality of an executive coach, especially if we consider as mentioned through this article that living in a global world brings to our eyes an enormous amount of possibilities. But there is always something important to remember while coaching within multicultural contexts or simply when coaching with a spirit of diversity embracing differences of all sorts and never assume only one way to see the world.

For Aboodi to be a good executive coach, in a multicultural environment or global world, requires a real capacity or a real curiosity about cultural discourses. Reading and learning, meeting and exploring, so we begin to learn something about: How come you see the world, the way you do? Or as Julio Olalla would put it “A good conversation means lend me your eyes.” In other words, when I speak with you, tell me how you see the world, not so that I can go “Oh! This is wrong.” but just “I want to understand how it can be that you interpret the world in this way.”

For Tony the first thing he looks at when coaching clients is that there has to be an honest communication between coach and coachee. He checks “that the conversation that [the coachees] are having inside of their head is the same conversation they are having out loud with me; they have to be willing to at least experiment with my recommendations. Just listening is not enough; they have to actually try something. Now if I would step into a situation where I knew there was a culture that I was unfamiliar with and then actually did not belong to I will be continuously checking with myself, under what assumptions I am operating on.”

For Magda life coaching or executive coaching in the global context, needs to be approached in similar ways: “This is, to understand where [the client] is coming from, what his challenges are, and where he wants to go from there. It is a simple process of understanding any new client. As coaches we are there not to judge people and not to qualify one better than another. All our clients are different, and we cannot evaluate a person from another culture as inferior or superior to us, just different. So we need to take each of our clients with the same openness, and embrace their uniqueness and diversity just like we would do for our next door neighbour.”
Benefits of Executive coaching
What can an Executive coach bring to a coachee in the process of acquiring a better life, work environment or decision process?

For Tony Mayo:
• More for less work: Tony’s clients have found they spend less hours at their office while their business improved.
• Doing your own best thinking: One of Tony’s clients said “I do my own best thinking with Tony”. While questioning and facilitating the inquiry process, the coachee leaves with a better understanding of where he/she is in a particular situation, by allowing reflection and looking into their own thinking for the best solutions for the company.
• In the “driver’s seat”: There is a major realization that coachees are responsible for having some power over their life, instead of “I have to” or “I can’t…”. “A sense of making choices and having power makes them, according to one of my clients, shift from a need of certainty to confidence. Instead of control-ling [how] things are going to turn out, they just have confidence that they can respond and deal with however it goes, and with that you can kick on with any situation.”

For Aboodi Shabi:
• Less clarity and more questions: “I don’t know if people would like that,” said Aboodi, but from my perspective we all have a cognitive blindness. There are things about myself that you would come and ask me questions or point things out that I don’t see. And when that journey begins, it can be very unsettling. For example, this is who I thought I was, this is the certainty that I believed I had. And here is this person; that coach coming from the outside, and questioning me. Questioning things that I may have believed for 15 years. Questioning people’s beliefs is very unsettling, but is also critical for learning and developing.
• A new way of seeing: “What we get at is new ways of seeing, so new possibilities occur that couldn’t occur before. We may have new goals, we may have new ways of being in the world, and also they see the end to the circle, “there is nothing I can do about this” looking at all the new possibilities which they may not have seen before.”
• A purposeful self: We can build a different self, which means we can be more effective, with more capacity for relationships in our professional and personal life, and more success, but also to have more meaning and a clearer purpose.

For Madgda Niculescu:
• Transformation: If you start working with your coach on a particularly topic they bring to the table and then you the coach, start to dig in and explore that connection from person to person, and you help the coachee connect with themselves, that is the beginning of the real change in that person.
• Self-leadership: “You cannot lead others, until you can lead yourself.”
• Revealing yourself: “You will not have to pretend anymore to be who you think others want you to be.” A real sense of who you are, and a connection with your center, helping the coachee to find his/her path in an effortless and sustainable way through the discovery of your own power.

Although Executive Coaching can be as broad and as specific as each individual approaching the journey, cultural values and personal history can play an important role in the quest for finding the ideal managerial decisions for a company. Whether it is incorporated in your tools as an Executive Coach or not, the demands of the global synergy we are living through will eventually place this question in your path as a coach. Meditation or consideration of cultural discourses, perhaps, are not just tools to reach your client better, but a philosophy which coaches may need to consider more carefully when working in global environments. Finding the power in the differences, is finding the power in the uniqueness of each client. As Tony Mayo would say, an Executive, CEO or a team manager is not working only with one story, but many of them. Call it cultural backgrounds, multicultural work environments or coaching in the global context, each coachee’s story plays an important role in the way they are making decisions in their companies in the context of the 21st century.
Summary: Organisation development initiatives often fail, and have not embraced coaching as a methodology. Coaching can contribute significantly to the acceptance and engagement with OD initiatives by a) challenging the thinking of OD initiative leaders and b) enabling managers to increase employee engagement by adopting a more coaching based management style.

In its 2011 factsheet on Organisational Development, the CIPD in the UK defines organisational development (OD) as ‘planned and systematic approaches to enabling sustained organisation performance through the involvement of its people’. Egan (2002) explored the range of definitions for OD. While not a comprehensive review, he did identify 27 definitions between 1969 and 2003.

As the above may infer, OD is a relatively mature concept, and one which is “situationally” driven. OD to one organisation may be unrecognisable to another. However, from a Coaching practitioner’s point of view, OD has been slow to embrace Coaching as a methodology.

Harvard articles show that 2 out of three business change initiatives fail – a staggering waste of time, resource, good will and profitability. Contributing factors to this failure rate vary, but undoubtedly include short term operational imperatives, change fatigue, lack of clarity, lack of leadership, psychological & emotional resistance to change and organisational culture. Yet organisational development and change is such a continuous process now that it underpins our entire working existence.

To change any organizational structure or process or result requires a change in people -Learning means a change in behaviour as people change by learning an alternate way of thinking and behaving. So how can coaching contribute to the success of OD initiatives? I believe there are two levels at which significant value can be added by integrating a coaching approach into an organisation’s existing OD methodology:-

Firstly, coaching at the executive level to challenge their thinking and secondly, developing a ‘manager as coach’ based culture.

Firstly, executive coaching. Top down views are often distorted. The hard to face truth is that many leaders get business results despite, rather than because of themselves, as they are unaware of the impact they have on their organisation. People are working harder, longer and with a more unrelenting weight of work than ever before, and need leadership. Vision, energy, authority and strategic direction are not enough to win the hearts and minds of people. Leaders need to impact the perceptions, emotions and subsequent motivation of their people on an individual basis.

Depending on the scenario, coaching at the senior level can enable leaders to be more cognisant of the impact they have on the organisation, and also challenge their thinking to develop a well thought through, original and relevant change programme. We all develop ‘success formulae’ – the tried and tested approaches on which we fall back when facing a challenge. However, the complexity, vector and velocity of change will often mean that the implementation of a previously tried approach will be unlikely to succeed. So a ‘friendly outsider’ who can challenge, support and reframe a board’s deliverables will be a significant values add. (see Sidebar example Coaching an Executive Board to enable Organisation Development)
Sidebar Case Study. Coaching an Executive Board to enable Organisation Development

The executive team of an NHS Trust were going through a period of significant centrally driven change in organisational approach and focus. Policy changes in the NHS meant that patient choice and competition were now impacting revenues – all concepts that were alien to the previous approach to providing NHS services.

A coach worked with twelve Executive & Clinical Directors to enable them identify their existing approach, (which included silos, long standing political divisions as well as complicity with substandard performance) and to quantify what was required to be a more agile and flexible organisation. The work started with 360 degree feedback, including that from around the board table. The board level coaching also identified approaches and behaviours to deliver and reinforce the changes throughout the organisation.

This was achieved through a combination of plenary sessions, which were used to scope, challenge and identify the approaches, and one to one sessions to ensure that the individual members had the buy-in, belief system and skills to implement it, or, if not, to rehearse and develop them in a safe environment. The Bolman & Deal Four Frames model was an ideal tool with which to challenge and test these.

The executive all rated their coaching programme as ‘good’ to ‘excellent’. All achieved their objectives and felt the coaching challenged their thinking to enable them to approach OD with a new perspective.

Starting the process with individual coaching sessions will enable the coach to initially break down most barriers on a one to one basis, then gain an understanding of their individual, their style and objectives & agenda. This enables observation in the group setting of how each of the board members performs against their stated objectives, and how their stated strategies vary from the reality of what actually happens in the board sessions.

Additionally, the perspectives gained from the individual sessions can better position the coach to assist the individuals and teams to make sense of what is going on under the surface.

Trust and confidentiality in these circumstances can be major issues. Each board member is aware that the coach is working with their colleagues.

Without a high level of trust being built up by the coach, board members may hold back from discussing sensitive issues and therefore get limited benefit from the individual sessions. The coach clearly needs to hold back a considerable amount of confidential information, and often has to hold back from sharing relevant ideas or facts gained with another board member. The art is for the coach to manage a process of ‘creative cross fertilization’ (Dr G.Abbott 2005) which involves sharing themes and ideas across the group sessions without breaking confidentiality that might breach or compromise the integrity of the coach and the process.

Before using this model it is important to discuss its implications and details with the board. If there is significant resistance to the idea from participants it would not be wise to proceed. Resistance is likely to indicate that the relationships and the team dynamics are not at a point where people are prepared to make themselves vulnerable to their colleagues. Some individual sessions may assist specific individuals create an environment where higher levels of risk are considered unacceptable.
This would typically be followed up by gathering 360 degree feedback, to establish any trends or blind spots. A one day off site would then establish the ‘feel’ of working in the team as it currently is, followed by a range of outcome focussed exercises to establish the aspirational behaviours and outcomes. The role of the coach is to describe, in a supportive yet challenging way, and feedback to the individual or team the things that they cannot, or chose not to be aware of.

Subsequent one on ones and a follow up half day to ensure that the agreed ‘Rules of the Road’ are both practical and being adhered to. Significant focus should be given to the type of organisation that they want to be, and the vector with where the organisation currently is. This should provide a path for agreement of the key OD objectives.

In my experience, gaining traction with the rest of the organisation is now essential; a review of approaches that have previously worked and not worked should be conducted, ideally in the group setting, and a clear action and communication plan drawn up. However, the need for executives to provide leadership by winning hearts as well as minds is now essential.

The second element, the Manager as Coach, can be implemented concurrently or subsequently to the leadership coaching. John Whitmore’s book ‘Coaching for Performance’ remains the seminal work in this field. However, anecdotal evidence suggests that Coaching as a style is not used as frequently as it could. There are many approaches to implementing coaching as a management culture; it is not the scope of this article to discuss these here. However, in my experience, the most successful approaches give focus to creating a ‘compelling event[s]’ – in other words a significant reason for doing things differently; additionally, those that provide ample time for action learning and feedback in the relatively safe environment of the learning group.

Follow will depend on the degree of perceived traction the programme has achieved. Measurement for the programme can be conducted by a range of methods, depending on the organisational appetite, sophistication and budget. In a widely accepted review of training measurement, Jack Phillips (HRD Trends Worldwide 1999), recommended the following levels of measurement for training and development programmes:-

- 5 - Return on Investment (ROI)
- 4 - Business Results
- 3 - Application (Behaviour)
- 2 - Learning
- 1 - Training Reaction


So, by introducing a coaching approach in to the board level an organisation is able to challenge the existing impact and influence that the board has within the business, develop a better solution and secondly, by getting managers to adopt a coaching style with employees will ease the inertia to change. Whilst this is not a panacea, the benefits will significantly justify the effort required to implement this approach.

Increasing Value
Increasing Complexity

“Numbers are the end result. You change a business by changing the behaviour of its people.”

Dick Brown, Chairman & CEO – EDS
“We can no longer use neuroscience to honour our coaching. We must change our coaching to honour neuroscience.”
Nancy Kline, President, Time to Think, UK

Have you ever wondered why your fears sometimes kick in and stop you from doing things? Or, why memories from the past can trigger emotional reactions in the present? Would you like to know how to switch off these automatic reactions?

Over the past twenty years the discoveries in neuroscience have revolutionised our understanding of the brain. Neuroscientist Joseph Le Doux discovered that the amygdala, a small almond shaped organ which is now referred to as the emotional brain, played a much more powerful role than previously thought.

Prior to Le Doux’s discoveries, it was thought that any information coming from the five senses was sent to the Thalamus, which then directed it to the relevant areas of the thinking brain. The thinking brain was thought to coolly analyse the information, assign it a meaning and then organise a response.

Using tracer chemicals, Le Doux discovered that the information taken in by the eye or ear goes straight to the relay station in the brain (the thalamus), which then forwards most of the message to the thinking brain for analysis. However, he also discovered that there are direct pathways between the amygdala and the thalamus which allow messages to be received from the senses before they reach the thinking brain and an emotional response is set off before the thinking brain has fully understood the signal.

In other words, we react before we think. This automatic response created by the amygdala forms part of our automatic ‘fight or flight’ mechanism and is designed to be fail-safe in a real emergency. This ‘knee-jerk’ reaction can help us avoid a potentially life-threatening situation. The amygdala is akin to sentry that’s never off duty. It scans and passes judgement on everything. However, it acts like a sensitive car alarm in that it will stop car thieves from breaking in but it is also set off by extraneous noise. This is why in day-to-day situations, a stress response or an emotional response is triggered even though the response is inappropriate for the situation.

In many day-to-day work situations a stress response or an emotional response is triggered even though the response is inappropriate for the situation. We then react before we think or we become gripped or overwhelmed by fear or anxiety.

This kind of knee-jerk reaction is quite common and can lead to all kinds of problems in the work place. I was called in recently to a corporate to help a man who had a fear of making presentations. Following a promotion he had to make presentations to the Board. He was petrified of speaking in public even when the ‘public’ were only a handful of people he knew. Fear would set in and cause him to become anxious which then affected his confidence and ability to speak.
My client’s past experience of making presentations and the emotional memories of that experience were causing a fear response that was preventing him from performing well in the present.

The amygdala is where emotional memories are stored. It creates a database so that it can refer back to a past experience and decide how to respond to a current situation. To ensure you earn from past emotional experiences, it stores these using the same neurochemicals as the ‘fight or flight’ response.

It searches its database by way of association and if an aspect of the new situation matches an old memory in any way, the two experiences become associated and the amygdala reacts as if they are the same. The amygdala mobilises you to react in the same way as you did in the past even though the circumstances are different. Rational thought does not come into play because the response comes from our amygdala not our thinking brain. This therefore helps to explain why we often react in the present to something that happened in the past or are affected by irrational fears.

Knowledge of neuroscience helps us as coaches to understand why we or our clients are held back or even paralysed by fear, why we are affected by negative emotions that can stop us in our tracks or prevent us from moving forward or why our confidence levels are sometimes affected by memories of the past.

However, understanding neuroscience is not enough as Nancy Kline suggests: “We must change our coaching to honour neuroscience”. A new coaching method called The Release Coaching Method is now available that combines neuroscience with coaching to create an emotional management system which enables the response from the amygdala and its knee-jerk reactions to be turned off.

To help my client, I used this new method to enable him to switch off his stress response and prevent his fear from kicking in. In just twenty minutes his fear and stress levels went down from a 10 out of 10 to 0 – where no stress or fear were present and he was able to carry out his presentations without fear kicking in.

The Release Coaching Method could well provide the missing link between how we can combine neuroscience with coaching to help clients eliminate fear, control the stress response, change their emotional reaction to things and to create permanent change.

For further information about this method and to find out what coaches who have used this method are saying visit: http://www.releasecoachingmethod.com/index.php/cherry
Toolful Coach Column vol. 1
Tools that coaching-style managers can use with their own teams
By Brigitta Banhidi

There are many ways managers can lead their teams. Might be autocratic, democratic, laissez-faire and more – we all know these styles. But given this is a magazine on coaching, what better topic than tools to help managers who adopt a coaching style? Someone combining coaching techniques with leadership skills may get far with his team, probably further than any of the above types. On their ways, though, coaching style managers may face several difficulties: how to handle different personalities in their teams, how to find their inner motivations, how to support individual creativity, just to mention a few.

Toolful Coach (www.toolfulcoach.com) is here to introduce some useful tools that coaching-style managers can use with their own teams.

**Behavior Window**
A method of Thomas Gordon that verifies “through a window,” where employees demonstrate behavior that is acceptable or unacceptable to the manager. This useful tool helps the manager be cognizant of his or her feelings about a specific behavior and reveals what presents an issue to handle. It is expedient to compare the proportion of the two areas within a specific diagram. The line dividing the behavior window into two areas is not static. It may move upwards or downwards:

1. As a result of the things happening within you (how I am feeling);
2. As a result of the environment (where that specific behavior is demonstrated and who is present);
3. Depending on who the other person is (you tend to accept some people more easily than others).

A manager, especially when taking over a team may benefit from logging his employees’ behaviors for a week or so and grouping them into the windows to have a big picture and build a strategy on how to best handle the given employee.

An advanced version of the behavior window, also a method of Thomas Gordon. It enables the manager to identify the owner of a problem very effectively and apply a tool that is appropriate for the case. In every organization, there are behavioral patterns that could raise an issue for the leader or staff, and there is a problem-free zone where productive work is performed. The leader’s objective is to enlarge the problem-free zone, thereby assisting employees in resolving their own problems.

Managers may conduct coaching style conversations – door openers, active listening, questioning techniques – with their staff in order to facilitate problem definition and resolution.

**PROBLEM RECTANGLE**
An advanced version of the behavior window, also a method of Thomas Gordon. It enables the manager to identify the owner of a problem very effectively and apply a tool that is appropriate for the case. In every organization, there are behavioral patterns that could raise an issue for the leader or staff, and there is a problem-free zone where productive work is performed. The leader’s objective is to enlarge the problem-free zone, thereby assisting employees in resolving their own problems.

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‘What if …?’ questions
When a team is brainstorming and compiling alternative implications for a given issue, members often form sentences with negative comments. The manager may add a ‘What if …?’ tool to these sentences. When a staff member says:
- This would be a great idea, but there will not be any funds for it.
The manager should respond as follows:
- And what would you do if money was not an issue because there was an unlimited budget available?

That way, not only do we fulfill our goal that the employee conveys to us his or her original thought but he or she may even generate a new one. It is equally true for the following statements:
- This would be an extremely time-consuming solution; we are too busy to adopt it.
- The manager may pose another question:
- And what would you do if you didn’t lack time and were a time-millionaire?

This enables us to expose all the self-limiting factors, and even if it is impossible to achieve all the goals, part-solutions including very useful alternative ideas, usually surface.

**Adaptation**
There is nothing new under the sun, i.e. many solutions can be adapted to a particular situation but must be individually tailored. Managers can help their teams think about resolving an issue by asking the following questions:
- Do you know someone with the same dilemma? Can his or her solution be adapted?
- Have you ever been in a similar (if not the same) predicament before? What was useful then?
- How could this problem be resolved in another country or corporate culture? (E.g. a staff member of a U.S.-based company studies his dilemma in a Japanese environment. Or an autocratic leader is receptive to the solution of a democratic manager; he or she does not adapt the solution entirely but is inspired by some of its ideas.)
What is Leadership? Can it be learnt? What do you have to do to be a Leader? Does it come naturally or can it be learnt? I have been asking these very questions for the past 15 years, I desperately wanted to be a leader but never felt like I measured up, until one day, one of the biggest business leaders in the UK addressed me at a conference as a leader, when she did, and I had to pinch myself to make sure I wasn’t dreaming!

I have asked many people over the years in leadership roles what makes a good leader and the following had this to say:

Mindy Gibbins-Klein

"The word 'Leadership' comes from the old English and it means 'to show the way ahead'. That is what is needed most from leaders today - a sense of direction and guidance, a lighting up of the path ahead for people to follow." - Mindy Gibbins-Klein, Multi-award-winning International Speaker, Author and Entrepreneur.
Coaching has a tremendous effect on organizational success and individual performance. As a result leaders will be making better decisions, with the organization’s performance improving as a consequence. Coaching is one tool for development available to leaders to enable them to be more effective and achieve their potential. Good quality coaching will be seen directly through to the performance of an organization.

Business coaching is based on individuals becoming more focused and successful in their work and contributing more effectively to corporate success. It is impacting on the whole of an individual’s life, with the clear outcome of increased effectiveness at work. Business coaching has become a distinct professional area within the industry of coaching, with a firm focus on raising business performance.

Companies using business coaching could benefit from outcomes like:

- Clarifying the vision or the overall strategy, the strategic purpose consistent with both the organization’s aspirations and the individual’s contribution;
- Understanding the DNA of the business, the core systems (or processes) that make up the business;
- Working through priorities: e.g. being very clear where the individual’s contribution can be at its most value-added, distinguishing between important and urgent tasks and helping to rank them in the order of importance;
- Better time management: working through the most effective use of time; and thereby becoming clearer about how best they can add value;
- Increased competence in particular skills of all employees, e.g building better relations with customers;
- Ensuring the best use is of existing resources: financial, human and business resources;
- Making the most effective use of staff, e.g. working through issues like delegation, training and career development;
- Enabling an individual to consistently give of their best so that their leadership messages and behaviours are consistently as they want them to be.

In companies, most people follow and adopt the company culture, ethics, morals and values rather than expressing their own thoughts. However without values, companies could not succeed to maintain a high level of customer satisfaction. Due to the number and diversity of employees, for each company it is very challenging to create an environment were all employees adopt and honor its values. I worked in a company where employees were treated as being part of a big family, which was a great experience for every employee. However for me and for other employees with families a few inconveniences occurred in time, because some activities were designed to be made after working hours, as a natural extension to work, designed to build friendship between individuals. Luckily the internal coach harmonized the company’s general expectations, values and needs with ours, and as a direct effect of coaching, the company changed some of its activities, and friendly relations between all employees were built with a different approach. As a result of this new, friendly environment in the company, productivity increased tremendously. Successful business coaching brings together the needs of the organization with the needs of individuals.
Every successful organization has a well-defined goal, and all its members strive to achieve the same goal. This means that all the employees, departments, managers, subsidiaries must work for the common goal, without wasting any valuable resources while deviating from the set program. Goal planning is one of the major areas in coaching, business coaches will make sure that goals are aligned with company values, ethics, resources and capabilities.

A good business coach will work with the client in a collaborative and supportive partnership to:

- Diagnosing what is stopping the company to take the business to the next level
- Customize a special coaching program to address its unique needs
- Support and empower the client with confidence, skills and strategies to create real change.

It is important to understand why a coach is different to a consultant. While both help leaders of the company to create change, a consultant often comes into the business itself and drives the implementation of change. A coach empowers the client to create themselves a change. The difference is significant because as soon as the consultant leaves, so does the capacity to create ongoing change, and the client become dependent on the consultant. Most of the leaders/business owners want to build the capacity to create results themselves, and that is what coaching is all about.

Resources:
-Peters Shaw & Robin Linnecar, 2007- “Business coaching, Achieving Practical Results Through Effective Engagement”
Supervising Coaches using Action Learning Methodology Landscapes
By Michele Armstrong & Graham Walkinshaw

This paper is the first of three in a mini-series written by Michele Armstrong & Graham Walkinshaw (Directors of Acorn Principle Plus). As a whole, the three parts describe how our journey through the field of supervision in coaching led us to choose Action Learning as a methodology and how it has been used to enhance the delivery of group supervision for coaches. The purpose of writing is to share and deepen the learning that comes from working in such an intensive way with professionals who are touching the lives of the people they coach and/or supervise.

Part 1 of 3
The early days of coaching
When coaching began to take off in the UK about 10 – 15 years ago there was so much energy around the new developing industry that it was identified as the second fastest growing industry in the UK (next to information technology). It was a really exciting time to be around: building a new coaching practice, enrolling for any training course that had anything to do with coaching, generating new ideas about how coaching could be used in a diverse range of new initiatives and engaging with other coaches to build positive networks. Although this was a bit of a ‘seek and find’ mission it was still exciting and a lot of fun.

Looking out for coach supervision to support professional development during this time of rapid growth and transition (for those coaches who were seeking) was often fraught with challenge and frustration. During her time as Head of Association for Coaching (AC) in Scotland, Michele’s mission to promote quality and ethics in coaching led to a clear focus on the need for supervision for practising coaches.

When she stepped down from this role two years later Michele joined the AC Supervision Working Party to continue the journey in a more focused way. It was a huge task to find a common solution within an industry that was made up of individuals coming from all professional backgrounds. From this point the AC began to offer its members a free ‘coach mentoring supervision’ service in the form of monthly group-phone sessions with a Coach Mentor/Supervisor (CMS). The AC continues to offer this service today and Michele continues to provide Coach Supervision (as it is now called) to AC members in this way. Some coach training schools provided mentoring for coaches, some coaches were receiving supervision from those trained in the field of counselling (or psychotherapeutic) supervision and some others were looking for something specific to their development as business coaches. More still felt that as coaching was a new, emerging industry perhaps what was needed was a fresh approach to the whole supervisory commitment. There was a lack of cohesion and the AC joined up with other professional bodies – ICF and EMCC – to continue to explore potential solutions. (The UK Coaching Roundtable later formed out of this alliance and issued a shared statement of values on coaching, ethics and standards in 2008).
AN EDUCATIONAL MODEL OF SUPERVISION
As Acorn Principle had begun delivery of professional coach training programmes in 2003 and the professional bodies were not providing any guidance on the delivery of supervision for coaches at that time, it was of the utmost importance that we responded quickly to the needs of the trainee coaches going through our programmes. We wanted to ensure that the core elements of supervision were being addressed and that trainee coaches were able to sustain their development and embark on a course of continuing professional development as soon as their foundation level was complete. We were not alone in recognising the need for and importance of supervision. The CIPD carried out a learning & development survey in 2006 which highlighted:

- Coaching supervision is increasingly recognised as valuable by coaches and organisers of coaching but it’s still not practised by most coaches. While 86% of coaches responding to our survey believe that coaches should have coaching supervision, only 44% actually do so. Coaches who are members of a coaching professional body are more likely to have supervision, with 75% reporting that they do so.
- The gap is even greater for those who organise coaching services. In all, 88% say they believe coaches should have supervision, but only 23% report that they provide it. Some of the reasons they give for not providing supervision are that it’s too expensive (19%), they can’t find a supervisor (13%), or their organisation’s coaches don’t need supervision (10%).

We wanted to respond to the lack of engagement in supervision as well as providing the best supervision possible. We wanted to acknowledge the value of the education/learning based approach to supervision experienced by those working within local authority community learning and development work (as Michele and Graham had both done). We also wanted to identify a model that embraced the unique and dynamic nature of coaching as a new emerging profession. As there was no commonly agreed definition of what coaching supervision should be, and we were clear that we didn’t want to depend on “borrowed clothes”, (feeling that there was value to be had from exploring what education/learning based approaches could bring to supervision in coaching), we developed a model that embraced the core functions of supervision as defined by Hawkins and Smith (2006). They define the three main functions of effective coaching supervision as:

- Qualitative – ensuring the quality of the coaching;
- Developmental – addressing the skills, understanding and capability of the coach;
- Resourcing – providing emotional support to enable the coach to deal with the effects of working closely with people

In the main, Acorn Principle has provided coach supervision based on the aspects outlined above on an individual basis and in groups for internal coaches within specific organisations. When we came across action learning and undertook training in a particular model of Action Learning, we connected with it instantly and knew this would provide the backdrop that we were looking for to provide a powerful, in-depth, learning based model of coach supervision.

In part 2 of this series of articles, we will share with you how we applied the principles and structure of Action Learning and how this was experienced by some of our supervisees. We consider how taking a trust building focus to the start of a group process leads to immediate engagement and reflect on whether peers can provide the level of challenging practice we feel is required in a supervisory relationship. Why on earth would anyone who feels ‘shaky’ in an area of coaching practice want to hear another talk about it never mind question deeply on the basis for the 'shake'?

1 “until the coaching community develops its own definitions, models and theories of supervision, the practice will be limited and coaching supervision will remain ‘dressed in borrowed clothes’”. Change Agenda: Coaching Supervision: Maximising the Potential of Coaches. Written by Dr Peter Hawkins and Gil Schwenk, Bath Consultancy Group – A Report into good practice in coaching supervision carried out by the Bath Consultancy for CIPD.
There are a few psychological aspects we should pay attention to when we embark on Personal Executive Coaching. The name itself of “personal executive coaching” implies triangulation: the coachee, the organization he works for and the coach. This aspect charges the direct relationship between coach and coachee with an extra element not present in the case of Life coaching. Both coach and coachee are aware of the responsibility they share: at the end of the process a third party is expecting palpable results.

A double responsibility lies on the shoulders of the coach. Yet, all along this process the coach is aware that, in a subtle way, the coachee is under increased scrutiny at that particular moment.

The second psychological aspect: the coach walks on a fine balance between the person in front of him/her and the position this person holds in the organization. I do not want in this article to dwell on the topic of the coach’s attitude, behavior and instruments to use to establish the contact with his client and his organization. I want to regard the executive coaching from the coachee’s point of view who is also placed in a pretty difficult position. The need itself for a coach draws a sort of cloud on the person. It may infer for the organization, most likely for the colleagues, he/she needs help. Which means something is not going quite right. Coaching is not a non-monetary business and the organizations are not yet so open to spend money proactively to unleash their personnel talents if they are not forced to by a specific interest. I do not deny the existence of such forward thinking organizations, yet I would say they are rather the exception. Most of the organizations request the expertise of a coach when they do have an issue with one or more employees, or when the employee specifically requests the help of a coach to get him/her out of the blind spot he currently is.

A coach’s awareness of the psychological implications personal executive coaching entangles is most useful in the choice of his/her approach.

Once these proceedings cleared, when the coaching sessions do start, there are again a few situations in which a manager needs the help of a professional coach.

There is a cycle in any manager’s career in which certain milestones are to be passed, each one of them posing its challenges:

1) Nomination for a new position = lack of experience in the new job, sometimes need to learn almost from scratch a job, distrust in own capabilities to deal with the tasks and the human challenges

2) Promotion to manager of a bigger team = load shifts from tasks to dealing with people, leading your team, motivating each member of that team, requesting mainly leadership abilities

3) Routine and plateauing on a position = the person knows the job, the people, the processes, the routines. The manager lost part of the job enthusiasm and the team’s enthusiasm has also
eroded. Challenges on the market are on the contrary ever new and unexpected.

4) Need for a dramatic change – in search of new motivations = even if a healthy rotation on various positions within a company is ensured by the company itself aware of the wear and tear of routine work, here comes a time a manager needs a radical change: the company, the industry, something big that would provide new and fresh motivation.

Each one of these stages is a complex mix between profession and personality, let alone the aspects of each individual personal life. Each one of these stages in a manager’s career entangles a two sided perspective:

- Life coaching
- Executive coaching

Life coaching focuses on issues a person may have in his personal life, present or past issues on one or more areas of his life: friends, work life balance, relationship with spouse/partner and children, with parents. Job in itself is an important part of life. The degree of satisfaction with this job, to what extent this job is an income source and to what degree it also provides personal satisfaction and is the source for the recognition every person needs.

Executive coaching focuses on the professional life and on ways to increase productivity. This may involve a lack of specific knowledge, or a clash of personalities, issues with the direct reports or with colleagues. The knowledge gap can be effectively dealt with in the normal performance management system. Many times a tense performance is simply a direct consequence of a unresolved life issue: like a certain type of behavior preventing a normally respectful relationship, or a communication problem. In the majority of cases I recommended coaching, in my HR manager capacity, the issues were a spillover in the professional life of unresolved personal problems. Once personal problems were addressed, a professional improvement was also noticed. Many times the culture under a multitude of facets is the main obstacle managers / people need to overcome. And here we are talking about cultural differences in countries, cultural differences at the workplace, especially in the case of people coming from the outside of the group, or the need to change a perceived obsolete culture.

For the company to decide to invest the amount the executive coaching required, the employees must be regarded as valuable. Most of the time, if the company has in place a good performance appraisal system, the company is able to identify in time possible issues and address them in a softer manner by means of coaching. We must not forget that, in the business environment, overload and stress adding up to the personal continuum of life shifts dramatically the tide of stability versus instability in any given person. Thus the number of employees that need personalized help at any given time. In this respect coaching presents certain benefits in that it is perceived as a less intrusive instrument and it also broadens the coachee perspective dramatically.
I've been struggling to write this article for the last two weeks.
“Why the struggle?” I kept asking myself. “What is it about what I do that I find so hard to explain?”

I have learned that there were 2 main reasons for the delay
• I was unable to step outside of my world and see my work through the eyes of my clients.
• Having never written about this for a magazine before, there was an uncomfortable fear that I needed to feel and then walk right through it.

So what’s the reason for this introduction, well I’ve recognised that my own situation actually reflects what many of my clients feel too.

When we are asked to open up and hear how others view our world, whilst being questioned about our direction and beliefs, then it’s not always a comfortable space to be. But that’s the whole point isn’t it, we are here to learn, grow and live to our potential and in doing so we need to move beyond our comfort zone.

When I started my Marketing Coaching business in 2009, I was moving massively out of my comfort zone. After 20 years of being employed, I felt the urge to create a new direction and combine my interest in personal coaching with my years of marketing experience.

What is Marketing Coaching?
Marketing Coaching is the fusion of coaching principles and marketing practice that sparks people and businesses to discover their own path to growth.
My aim is to help my clients develop personally, as we grow their business.
By combining my sports and personal coaching experience with practical marketing skills I help clients to create their own personal or business marketing maps. The end results are improved performance, greater clarity and confidence.

By running *Sparketing* sessions with Marketing Executives, Business Owners and their teams, I help them to discover their own answers (yes they do know them) to their Personal or Business marketing challenges.

With the budget pressures on businesses, it is often the younger less experienced Marketing employees that are asked to step up and deliver greater results.

I coach these fast-track marketing employees so that they can continue to deliver and grow into their roles at the same time.

What do clients get from Marketing Coaching?

Well some of them tell me that just by showing up I bring value to their thinking. By holding the space for them to verbally meander, hear themselves, re-evaluate and re-position, they get their thinking in order and the permission to walk in a straight line more purposefully. By listening and guiding conversation, I help them to identify their own challenges and solutions, leading to self-awareness and self-empowerment.

One of the most rewarding parts of my work is seeing a client step naturally out of their comfort zone into a place that they’d been avoiding or into a new place that neither of us foresaw.

Marketing and Coaching are all about People, their Beliefs and their Emotions.

Mark is currently coaching at the Marketing Academy and Henley Business School. http://www.themarketingacademy.org.uk/meet-the-people/our-coacheas. To contact Mark to find out more please email mark@marketingboost.co.uk or visit www.marketingboost.co.uk
Values are an intrinsic part of each and every one of us. They define who we are in life and can act as a compass that guides us through life enabling us to make better decisions. It could be said that they are ‘what makes us tick’, so why is it that when generating company values we often just create a list of company ‘nice to haves’?

If values define who we are and act as a compass then surely they are critical for companies? Companies express their shared mission, yet often employees haven’t been involved in any form of communication to find out if they do actually buy into it.

Within organisations there is much diversity amongst employees; people from different backgrounds and cultures, all walks of life, yet the value systems of employees are often overlooked. These are the very people that are going to be helping the company drive towards the overall goals yet their values aren’t taken into account when defining what the company is striving for.

Having come from an HR background I’m not suggesting we down tools and have a two-hour coaching session with each and every one of our employees that would be completely impractical. How useful would it be though if our managers spent some time getting to know the values of their individual team members? The worst case scenario would be that they would know a little more about what’s important to their team, the best case is they would then be able to work on areas within the department to ensure the overall company goals are met whilst still maintaining harmony. Managers armed with this information could use it as a communication tool.

Companies are less autocratic these days with lots taking on employee involvement schemes with the aim for everyone to work together to achieve goals, but values need to become more than just empty words. People need to believe their contribution is worthwhile to the company and what better way to do that than to align values where at all possible?

Values could be briefly explored at interview stage. Prospective employees would gain an understanding of where their values would fit into the organisation and would be able to make an informed decision, as would the company thereby creating a win-win situation all around. Retention is likely to be higher and staff motivation levels may rise where they are feeling fulfilled.

When there is tension within the companies it isn’t usually that an employee is standing with their hands on their hips, throwing a tantrum because it’s not going their way. It’s often because they genuinely believe that by taking a different course of action or completing a piece of work in a different way will be beneficial to the organisation. It could just be that their values aren’t congruent at that time with the direction the company is taking. By having this additional information it makes it easier to make sense of everything. Where personal values are a mismatch for the organisational values stress levels can rise, potentially causing tensions within departments and teams, even leading to possible sickness absence in turn equating to business costs.

Leaders will often have to make tough decisions that others aren’t willing/able to take or even like and employees would still need to understand that, but by honouring values wherever possible companies are more likely to have employee buy-in which would then help propel them towards their overall goals.

Just taking the time out to think about values begs the question...

What would companies be able to achieve if values were aligned throughout the organisation and everyone was truly working towards one aim? I believe they would be an unstoppable force.
Beyond the Tipping Point:
What Makes a Successful Business Relationship Tip

by Dr Richard Norris

What makes businesses successful?

This is a question that is often asked. It is also a question for which there are innumerable answers. Here are some:

A great idea or innovation? Yes. An inspiring leader? Yes, that helps immensely. The right timing in the market? Surely. The right people? Yes, your team, your clients, your suppliers and your champions will all be key.

Admittedly, there is no one answer. However, for those who are familiar with Malcolm Gladwell's The Tipping Point there are certainly key factors that determine success. According to Gladwell the tipping point is a signal of a key moment that unifies isolated events into a significant focus and trend. In the context of business, and let's be more specific here, your business, the tipping point is about all that has gone before regarding you and your business coming together at a defined point in time and space when the "universe aligns" and your business finds and begins to truly fulfil its purpose and potential. In your market, you "arrive".

This tipping point is often where people will proclaim you became an overnight success. We will likely all know someone or of someone in business who was or is such a wonder. We often forget the road that has been travelled to have that success breakout. Usually, there has been an investment of blood, sweat, tears and dogged determination through various challenges, ups, downs and failures.

Your success is determined by the size of your Comfort Zone. Your tipping point arises in and around that point of transformation at the edge of your Comfort Zone. It is at this point where change and transformation happens. You must embrace it. Do that and growth happens. After all, change is inevitable; growth is optional.

At this point of transformation, core to the concept of a tipping point, there is one key and common aspect that is notable.

RELATIONSHIPS

Relationships ultimately mean people. We often cannot breach our Comfort Zone without the assistance of others. That means relationships. And... you get the relationships and, therefore, the people you deserve. For your business or organization to become the success you desire you need to focus on what makes for a great relationship.

A consistent, simple and effective approach to improve your existing relationships and to ensure your future relationships are fruitful is to actually write out in detail the profile of your ideal relationship — whether that is with your own people, your clients, your suppliers and your other stakeholders. That exercise will give you clarity and focus regarding whom you prefer to engage. Eventually, just from that focus such relationships will begin to arise more easily and frequently. What you think about you bring about.

Now here is a further distinction on the importance of relationships when it comes to the success of your business and organisation.

We know that organizations are founded and led by people. For an organization to be a success they require a thriving relationship with other organizations and, therefore, people. A relationship with another organization will have originated as a result of an initial key relationship with a person.

A Tipping Person.
Think Napoleon Hill, Steve Jobs, Warren Buffet, Bill Gates, Bob Proctor, Richard Branson, Simon Cowell or that successful business person you know. Their success and/or that of their organizations has been determined by a tipping person or persons. Gladwell describes such persons as the Connector, the Maven and the Salesman.

Admittedly, that person can be a friend or foe, an ally or adversary, a champion or a competitor. Either way that person is a catalyst for your success. Where that person is more adversarial, that "relationship" often spring-boarded them to a positive relationship with another key favourable person.

So, no matter your business — small, medium, large — your success is determined by the quality of your relationships — specific relationships or, rather...

RELATION-TIPS

Picking up on Gladwell's principle, to reach this relation-tip will likely mean you have had to kiss a few frogs to get there. Everyone who happens in your life is moving you toward your goals and progresses your journey of success. Certainly, from experience, some of those frogs may even be of no apparent value however, in the words of Ann Landers

The true measure of a man is how he treats someone who is of no value to him.

An approach of kindness and a willingness to help all who cross your path will stand you in good stead. A key lesson learned here is that, in the words of a business friend of mine,

Every dud knows a stud!

That is, you never know who they know and to whom they would be willing to introduce you - it just may be to that key relation-tip.
That key relationship tips the balance in favour of you and your organization and your success manifests more assuredly – it is that breakthrough or watershed point where everything goes from strength to strength.

Such a relation-tip implies that people are definitely getting along. When that happens, then people will come along, they will follow - businesses, people, clients, customers and suppliers. When that happens your success increases, often at a more accelerated rate than ever before. Whilst you may have undertaken that exercise mentioned above of describing in detail the profile of your ideal business relationships, there are some contributing factors that will attract and retain that key relation-tip that will cascade your success.

1. Vision
If you do not know where you are going it is unlikely many people and businesses will come alongside and want to join you on your directionless journey. As Proverb 29:18 reads, Where there is no vision people perish. To succeed you must lead; to lead you must see; when you see you must share it. When you do, the right people begin to show up.

2. Values
Knowing your values and using them as a filter for all your relationships will pay dividends. A relation-tip is beneficial and often one that is long-term. Most, if not all, significant, synergistic long-term relationships are founded upon similar core values. When you broadcast openly your values you will attract people and organizations of similar values.

3. Passion
Passion is attractive. Passion raises the energy and magnetises relationships who share the passion. Passion is contagious. Be contagious.

4. Empathy
Empathy is essential to create and build rapport; it is a keystone for building long-term relationships. Consider the Oxford Dictionary definition of rapport: a close and harmonious relationship in which the people or groups concerned understand each other's feelings or ideas and communicate well.

5. Communication
The ability to communicate effectively and efficiently externally and internally – with yourself, your people, your clients, your suppliers and your market is essential. Without communication there is no relationship. Remember that communication is the response you get. To get your relation-tip you must excel at communication.

6. Friendliness
People and organizations alike prefer to associate with people they like and people like them. Your success is dependent on relationships. Move in circles where your ideal client moves; hang around those people and organizations you emulate. Great relationships are often great friendships. To attract such friends you must first be one. The application of the Golden Rule applies here – Do unto others as you would have them do unto you.

7. Action
Taking action will keep you moving forward and will lead you to learn more lessons, refine your approach and engage with more people. The more action you take the more attractive you become because action creates attention. Success will not happen without action. Relationships are kinetic not inert.

Whilst these seven contributing factors are important for a relation-tip, the list is not exhaustive. You will likely be able to add to it. Go ahead.

In summary, success is dependent on relationships. Along your journey of success there will be a tipping point that occurs because of a key relationship. That key relationship, whether it is with another organization or business, starts with a key person - a tipping person. That tipping person becomes a pivotal point in your success and that of your business or organization. That tipping person is a relation-tip. To accelerate the manifestation of that key relation-tip and, thereby, your success integrate, establish and openly display the seven attraction attributes. Your success is looming.

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Dr Richard Norris is a self-leadership expert who equips and empowers aspiring men from the boardroom to the locker room to the family room to lead the life they deserve and desire. Clients find Richard's practical, simple and easy to implement tools, tips and techniques deliver quick results and progress their Journey of Success. Richard's own self-leadership has developed from a diverse career of experiences as a veterinarian, army officer, competitive swimmer, award-winning coach, speaker, author of Hoof it! 7 Key Lessons on Your Journey of Success, husband and father. Click here to download your FREE copy of 3 Costly Mistakes Men in Leadership Make and How to Overcome Them Fast.
Motto:

Come on now all you young men, all over the world! You have not an hour to lose. Don't be content with things as they are. 'The earth is yours and the fullness thereof.' Enter upon your inheritance, accept your responsibilities. Never submit to failure. Do not be fobbed off with mere personal success or acceptance. You will make all kinds of mistakes; but as long as you are generous and true, and also fierce, you cannot hurt the world or even seriously distress her. She was made to be wooed and won by youth!

(Winston S. Churchill: My Early Life, 1930)


GENERATION IN COMPETITION: MILLENIALS

Why and how generation Y leaders differ from their predecessors?

There are plenty of studies from psychology and sociology, giving very detailed descriptions. These people, called also Millenials, are the young ones who were born in the 80-s, grown up recently, and going to take over several leadership positions in the coming years. Many managerial positions already have been taken over by this new, massive generation, representing almost half of the recent labour market. These are the people who will define and lead our future economy in the 21st century!

Since they were born, they have been competing for all resources. They already have been in competition for the nursery and school places. These young people learned since they were born that they have to compete every day in order to succeed. They were grown up in an era of political changes, economic recession, lay-offs, divorces, and great social changes, where relevant sets of former values were all challenged around them.

They are very demanding consumers, who look at money and success as tools to achieve freedom to buy and possess trendy items. Compared to previous generations respect, hierarchy, authority and loyalty are less accepted by the new generation. They dread the “slave, rat-race life” of their parents at work. Millenials have very high expectations of their employers, demanding independence, empowerment, frequent feedback, and so on. On the other hand these very new kids on the block are very ambitious and success-oriented employees.

They maintain the sense of social belonging to the group mostly on virtual space, using an actively wide variety of social networking sites and blogs. They are continuously and very actively engaged with their smartphones and computers, sharing in real time every piece, impression and feeling of their lives. This phenomenon is defined by the psychologists as "mental incontinence"; describing that if problems are not kept inside to think, every issue is leaking out to expose decision making towards external perceptions and opinions of the audience. It seems this opportunity can save these young people from discomfort, but important to fix, that the necessary mental work cannot be avoided, otherwise it may lead to continuous apathy and a sense of inner emptiness.

Millenials tend to use a number of parallel surfaces in multitasking mode, continuously sharing, dividing and defocusing their attention.

External opinions and trendy images got particular emphasis on generation Y’s life. Almost narcissistic self-fulfillment needs are often considered by the older generations to be arrogant, pushy and individualistic. This is caused by the lack of traditional respect and humility.
Looking at the background of the new generation of leaders we can identify the changed family structure of the past few decades. Despite the former generations’ traditional, hierarchical and stable family structure, the new generation was grown up in dynamic, unstable families where the child’s position in the family hierarchy was not any more put behind the parents.

This background can obviously result in new meaning of loyalty, authority and respect. On the other hand this background creates awareness, openness towards innovative solutions and changes – and these are very essential requirements towards the leaders of the 21st century!

Business Coaching of Young Talents – this is a new, challenging area of coaching, supporting the future leaders to cope with the demanding challenges of the new century. My objective is to share my coaching experiences of generation Y with the readers of this article.


WORLD WITHOUT LIMITS?

Compared to its predecessors, generation Y shows a less respectful and humble attitude towards formerly agreed, established, especially towards fossilized structures. This leads to more flexible and innovative approaches compared to former generations, but at what cost? Looking back to history we can observe that respect towards discipline, rules and frames were diluted and expanded from the generation of our grandmothers (the baby boomers) to our mothers (generation X) and further diluted and expanded from our mothers to our daughters (generation Y).

The new generation of leaders is less tolerant to accept strict limits and rules and also do face difficulties to set limits, clear rules and unequivocal guidelines towards their colleagues, as leaders. This originated from the fact that in their childhood this generation was positioned in relative equality within the family, and had the right to challenge anything. Despite the fact that they did not have to take responsibility related to the consequences, they had the right to quip.

Easy to imagine that this comfortable position is welcome to be extended, leading to difficulties to take responsibility towards the consequences of their decisions when grown up.

Important to know that the consistent and fair discipline is the greatest manifestation of the love that parents can provide. For the children it is the most convenient to face limits within the protected walls of the parental home, not out there in the world, being shocked by the slap of rules and expectations.

Young people who were facing in their childhood consistency, rewards, discipline and consequences are more likely to reach leading positions. They have the lessons from early, risk-free environments, on how to cope with difficult situations, and how to think and act consistently. Many Millenials face only in their adult age in their leadership roles that rules and limits are not just restrictions, but also can provide an effective framework for performance. Business coaches may also play relevant roles, helping to raise awareness of the young leaders that discipline and rules are not unfair, unnecessary and malfeasance, but a prerequisite for the effective cooperation with others.
Will a culture of discipline block creativity?

There is an obvious (and in coaching situations quite frequently asked) question whether or not a culture of discipline, rules and consequences will block creative power, entrepreneurship and innovative attitude.

In the recent, fast changing environment there is hardly any company that does not list adaptability and creativity within their core values - that is why this is an important question. The observations and studies show that one of the secrets of the world's greatest companies is that these two seemingly conflicting values, namely the combination of creativity and discipline, can live together well, leading to an adaptive, innovative but yet consistent and consequently, highly efficient way of business operations.

The most efficient companies strongly believe that company discipline and rules can effectively create the space and frameworks for the most creative, innovative ideas and for their immediate evaluation, implementation and integration.

In business life there are very rare breakthrough solutions and product innovations with people who do not respect any rules, who are unable to cooperate, playing the unpredictable role of "prima donnas". The set of appropriate and respected frameworks and rules, creating a predictable environment allows the different members of the community to find the best options and focus their potential to innovate ideas and suggestions.

There is a very recent and excellent example: the successful business model of Google, combining innovation with discipline. The September 2008 issue of Harvard Business Review devoted a special study to this question by Bala Iyer and Thomas H. Davenport. The authors pointed out that "in the highly successful companies the discipline-based corporate culture can provide frames for innovative thinking and creativity. The Google case shows that improvisation is highly encouraged, while the undoubtedly chaotic creative process is compensated with rigorous, evidence-based evaluation methods. Thanks to the excellent corporate culture, Google attracts the brightest technical talents."

Creating the quintessence of creativity and discipline, Google is able to implement innovative solutions that are parallel with the process of product development, almost at the same time, and the ongoing introduction of innovations is implemented in a controlled manner, involving also the users in the quality control process.

In other words, high expectations, timelines, performance indicators KPIs on one side - and boundless, playful thoughts, ideas and innovations on the other side, perfectly balanced.

A culture of discipline is not necessarily to constitute an obstacle for creativity, in fact. If the spirit of innovation is really important for the organization, and the culture of discipline does not move towards bureaucratic and hierarchical operations, it can provide a suitable framework for the emergence of thoughts and ideas, not wasting any single innovative proposal.

Young, talented leaders of the generation Y expect freedom to act and create. This can be facilitated if the frameworks of freedom...
November 20, 2012

London, England – Entrepreneurs and business owners worldwide will soon be able to be part of an exclusive, member-driven experience that brings together qualified professionals to brainstorm strategies, realize the potential to increase turnover, and renew motivation. Noble Manhattan, a well-established leader in the coaching industry, has high-achieving, inspirational company officials who are anxious to take your success to the next level. The vision is to team up with knowledgeable, board-level advisors to assist entrepreneurial directors in development and growth.

Alpha Group’s revolutionary concept is offered with confidence based on the years of experience that their team is willing to share by guiding members in all phases of the business cycle. Having access to tried and tested business practices as well as people who understand how to find personal and professional balance, means that in addition to strategy and key organizational planning, Alpha Group is prepared to offer encouragement and friendship.

How Does Alpha Group Work?
One the biggest traps of being a creative, hard-working individual is having too many ideas. Most entrepreneurs get overwhelmed at some point regardless if the business is already up and running or just getting started. This is when aspects of self-discipline and time management get challenged. Alpha Group promises to prioritize and stimulate those ideas:

Monthly Board Meetings
Sit in with the experts and learn from other like-minded individuals, ensuring that all options have been thought through and critical mistakes are avoided early.

Your Own Private Business Coach and Mentor
You are not alone! Once a month, members will take advantage of a one-to-one session with a highly experienced coach. Here, you can celebrate successes, examine opportunities or air your concerns. The focus is on developing strategy and tactics together.

Personal Relationships
Getting honest feedback from a friend outside of the business who will protect your privacy allows for the freedom of discussion all entrepreneurs need. Define your success to someone who has been there and can crystallize your personal vision.
Are you a Top Dog?
The company intends to create a minimum of one Alpha Group in 26 countries by 2014. Its commitment to employing superior leaders for these groups is visible in the recruitment process. Candidates interested in becoming an Alpha Global Leader (AGL) must be 100% committed. A stringent application process, followed by a two-stage interview and a training period ensures the company directors that only those with truly motivational leadership qualities will be there for their members.

Alpha Group could easily become the entrepreneur’s most effective business tool. A broader perspective can lead to increased performance, resulting in less stress and a better life balance. Essentially, everyone could use a true catalyst to reach their full potential.

Contact
More information is expected to be released in early 2013. To learn more or to get onboard early, contact Gerard O’Donovan, Founder & CEO of Noble Manhattan or Colin Lindsay who will be heading up this new and exciting venture: at info@noble-manhattan.com

Gerard O’Donovan, CEO of Noble Manhattan
Colin Lindsay, International Development Manager
And finally ...

As the newly appointed Divisional Head of ICN, I am thrilled to be part of one of the world’s largest and fastest growing online coaching magazines. As a Management Consultant and Career Coach, I know the value of collaboration, which is what made the last few weeks very exciting and hugely rewarding.

The ICN is a global virtual team of professionals spread across several geographies and time-zones. We push the boundaries in everything we do. We are new team and we are trying new and innovative things. Over the last few weeks, we worked closely with our world-wide network of coaches ensuring that we produce a high-impact, high-quality online magazine – we engaged our partner organisations in Romania and Hungary, we drew on the experiences of our coaching faculty, we actively sought feedback from our readers, we leveraged knowledge and insights from some of the world’s leading academics and business coaches, we actively sought feedback from our readers, we engaged high-profile authors to share their perspectives – all because we were passionate in our determination to produce what we hope has been an invaluable coaching resource for you, in this edition of the ICN.

If you thought so too, or perhaps there is something in this edition of the ICN that will benefit a family member, a friend, and a work colleague – please do take this opportunity to forward the magazine to them, enabling them to tap into the benefits that our 20,000+ global readers enjoy – sharing insights, knowledge and experience, obtaining access to some of the world’s best coaches, uncovering some of the newest and innovative coaching tools ... and so much more!

We at ICN would love to hear from you and work more closely with you to continuously improve the magazine. There are 2 ways for you to get more involved: write FOR us and write TO us! Writing FOR us could not be easier and what a great way to raise your profile internationally as well! All you have to do is submit a coaching related article or write to the Editor requesting more information, and we will send you a media kit and other useful information. If your article meets our selection criteria then you will be contacted and informed of its proposed publication date. Secondly, writing TO us with your feedback – again, feel free to write to the Editor expressing your views and opinions, but also just in case you missed it, there is a handy Comments field at the end of each article where you can rate the article and the author, and provide feedback on the content. Our authors, columnists and guest writers would love to hear from you, and this will also enable us at ICN to ensure that we continue to produce a quality magazine, fully in tune with your needs.

For coaches setting up their practices, and coaching organisations wanting to expand awareness of their products and services, the ICN offers a great opportunity for you to advertise ... but don’t take my word for it, try it for yourself!

For more information on advertising in or writing for the ICN, please write to the editor@international-coaching-news.net. We look forward to working more closely with you.

Best wishes for 2013,

Leeann

Leeann@international-coaching-news.net

Disclaimer: The views and opinions expressed in this magazine are those of the authors and do not necessarily reflect the official policy or position of the International Coaching News Magazine, or Noble Manhattan Coaching Ltd.
Ce face ca un “Şef” să devină un lider? Aproape toți dintre noi am avut sau am auzit de șefi care se mulțumesc doar să conducă oamenii, și nu să-i inspire, să-i provoace în mod constructiv, să-i ridice și să-i motiveze.

Un lider este urmat de oameni, nu îi conduce prin forță pe aceștia. El unește oamenii sub un țel comun, și nu uzează de forță, frică și coerciție ca să-i țină lânga el.

Cât ar trebui să fim de realiști în privința existenței naturale a unui astfel de profil de lider? De fapt, liderii se cultiva, se altoiesc pe un caracter empathic, orientat către oameni, pozitiv și vizionar. Eu nu se nasc pur și simplu lideri. A fi lider înseamnă să te construiești constant, să te provoci, să fii deschis la nou, să vezi în viitor și să știi cum să ajungi acolo. Un lider lucrează cu un trainer personal, cu un coach, atât pentru depășirea propriilor limitări cât și pentru a învâați despre potențialul său neexploitat.

El înțelege că trebuie să se dezvolte constant. De fapt, un lider învață să-i conducă pe ceilalți, conducându-se pe sine. Învață cum să-i inspire pe ceilalți, motivându-se pe sine. Învață să treacă dincolo de obstacole, văzând dincolo de eșecurile și greșelile proprii. Faptul că este conștient de propriile forțe îi dă încredere în sine și atunci când stăpânește bine un nivel, alege singur să exploreze un altul, superior. El înțelege importanța strategiei și transformării personale continue.

Un lider înțelege valoarea și importanța oamenilor pe care îi conduce și vede potențialul acestora, chiar și atunci când aceștia nu îl văd în ei înșiși. Vede blocajele în ceilalți și îi ghidează din umbră, ajutându-i să și le depășească. Este o muncă solicitantă dar frumoasă și, prima răspunsă pe care o primește un lider, este aceea că, învâțându-i, susținându-i și motivându-i pe ceilalți, învață cum să o facă mai bine pentru sine. El este mereu în energia pozitivă a unui viitor în care fiecare își trăiește propriul potențial. Astfel, mintea sa rămâne setată pozitiv și orientată spre viziunea de ansamblu.

În România, liderii s-au desăvârșit în mari corporații care au înțeles necesitatea training-urilor pentru echipe dar și a coaching-ului pentru manageri. Marile companii multinaționale au venit cu experiența care le-a demonstrat, în cifre, cât este de important factorul uman și investiția în dezvoltarea acestuia. Acum, această înțelegere ajunge și la cei care dețin o afacere de talie mijlocie și chiar mică, pentru că, într-o piață concurențială, dacă vreți să supraviețuieli și să te dezvolți, trebuie să evoluzezi și să te adaptezi constant. Un lider care lucrează cu sine și cu oamenii săi, va face o diferență în piață, va aduce profit și își va lăsa amprenta în mediul de afaceri.

Pe lângă abilitățile de vizionar și bun organizator, el știe că planul său nu poate fi pus în aplicare decât alături de oamenii din echipa sa. Viziunea este doar primul pas, sprijinul echipei este cel de-al doilea. Exact ca un copil care are nevoie să învețe cum să stea drept pe ambele picioare, înainte să poată merge.

Un lider matur și complet încurajează abilitățile celorlalti, fără teama că aceștia îl vor depăși. Se spune că un profesor se simte cu adevărat împlinit și bun în meseria sa atunci când propriii săi elevi îl depășesc. Un lider știe că poate fi depășit, dar niciodată egalat.

Roxana Ilea
Trainer, Speaker, Consilier personal
A coaching egyik legcsodálatosabb aspektusa, hogy kultúrától, kortól, nemtől vagy végzettségtől függetlenül működik. Amikor a coach és ügyfél megállapodnak, tisztázzák a szabályokat és a felelősséget, valamint a kettőjük kémiaja is működik, akkor szinte mindig garantált a siker.

Mindegy, hogy a coach az ügyféllel szemben ül, telefonon (esetleg skype-n) keresztül, magyarul vagy angolul (vagy éppen franciául) beszél, a szándék egyértelmű: segíteni az ügyfélnek megváltoztatni és elérni, amit akar.

Az elmúlt néhány évben számtalan emberrel találkoztam Magyarországon, akik magukat coach-nak mondják. Néhányan ezek közül nem rendelkeznek megfelelő képesítéssel, de tény, hogy egyre több és több ember szeretne coach lenni, amely egyértelműen jelzi, hogy a coaching Magyarországon egyre jobban terjed.


Ez nem is csoda: a coaching, mint filozófia és módszer elsősorban a multinacionális vállalatok révén terjedt el Magyarországon. A piac már jól kiépült a multinacionális vállalatok mögött, ugyanakkor manapság egyre több kis- és középvállalkozás kér coaching jellegű segítséget, hogy segítse a termelékenység növekedését és a csapatmunka hatékonyságát.

Tekintettel a magyarok lehetőségeire, az országunkban további növekedést jósolok a coaching vonatkozásában: egyre több ember szembesül azzal, hogy muszáj saját életének vezetőjévé válnia. Minél több ember figyelmét hívják fel a tudatosságra, a felelősségvállalásra (és az ezekkel elérhető nagyszerű eredményekre), annál nagyobb szükség van a coach-okra, akik munkájukban csak arra összpontosítanak, hogy segítsék ügyfeleiket a fejlődésben és a hón áhított siker elérésében.

1. Hogyan látja a coaching helyzetét Magyarországon, a NM nemrég jelent meg nemzetközi képzéseivel a magyar piacon?
Igen, valóban rövid ideje, hogy a magyar piacon vag- yunk. Ezt egy nagyon szigorú, jól kidolgozott market- ing tevékenység előzte meg az egész Kelet Európai jelenlétünket. Sok tapasztalattal rendelkezzünk a coaching területén olyan országokban, mint Lengye- lország, Ukrajna, Bulgária és mondhatom nagyon is jól pozicionáltak ahhoz, hogy fel tudják mérni és élni tudjanak a lehetőségekkel. Meggyőződésünk, hogy a legjobb időzítés volt megjelenni Magyarországon egy professzionális, Premier coaching programmal.

2. Mi a helyzet Kelet-Európában, lát valami különb- séget coaching szempontból Magyarország, Kelet- Európa és Anglia között?
Igen, természetesen, tapasztalatunk alapján észleltünk egy pár dolgot, mint például az átlag élet- kor fiatalabb a közép és felső vezetőknél Kelet Eu- rópában és sokkal dinamikusabbak, nyitottabbak a fejlődésre. Talán sokkal inkább, mint az idősebb felsővezetők Nyugat Európában.

3. Coachként a Noble Manhattan Stratégiai partnere és PEST/BUDAPEST CSG elnöke, örülök, hogy havonta megfogalmazhatom ezt a fantasztikus estet. Amikor először elindította a CSG mivolt a célja? Hol van a legrégebbi CSG amelyik ma is működik ugyanazzal az elnökkel?
Nagy is tudatosan indítottuk el a CSG Klubestet Bu- dapesten, nemcsak azért mert főváros, hanem azért is mert kulcs szerepet játszik abban, hogy széles kör- ben ismerté tegye,terjesse a coachingot mint módsz- ert egy országon, régió belől,ugyanakkor támogassa a helyi vezetőket,vállalkozókat, személyiségi fejlődés iránt érdeklődőket egyaránt.
Legrégebben működő CSG Londonban, Varsóban és Bukarestben van. Noha napjainkban több mint 40 országban van sikeresen működő CSG.
4. Úgy látom, hogy a coaching piac kezd telített lenni Magyarországon, de nemcsak. Nagyon sok cég indít coach képző tréningeket világszerte, nagyon sokan végeznek, no persze sokan vannak, akik nem gyakorolják?
    Igen, de ez természetes, sok országra jellemző. Nagyon sok cég szervez tréningeket, de hamar rá fognak jönnék, hogy szakmailag magas szinten csinálni nem könnyű és nagyon is költséges. Ezeknek a cégeknek nagy többsége egy idő után megszűnik, maradnak azok, akik szakmailag magas szintű és minőségi képzet nyújtanak, ezek száma kevés.
    Ez jellemző azokra is akik coachok szeretnének lenni, előre nagyon érdekes, új, motiváló, de aztán nem jutnak el odáig, hogy saját coach vállalkozást működtessenek. Aztán nagyon sokan csak cégük, vállalkozásukon belül szeretnék alkalmazni.

5. Hogyan tudja egy kezdő coach munkája színvonalát, hatékonyságát mérni?
    Szerencsére nagyon sokféle mérési lehetőség van arra, hogy segítse cégeket és coachokat egyaránt. Az egyik ilyen a ROI módszer.
    Véleményem szerint a legfontosabb, legegyszerűbb és leghatékonyabb mérés az ügyfél elégedettsége. Ha coachként sok ajánlást kap, meglevő ügyfeleitől akkor ez jelzi, hogy elégedettek a munkájával és szívesen ajánljanak.

6. Utolsó kérdésem az akkreditációhoz kapcsolódik. Nagyon sok coach azt gondolj, hogy ha nem rendelkezik akkreditációval, különösképpen ICF, akkor a jövőben nem igazán gyakorolhatják tevékenységüket. Ön, mint az IIC elnöke, mit gondol erről?
    Valójában az a helyzet, hogy legtöbb coach világszerte, sőt a legnépszerűbbek nem rendelkeznek semmilyen féle akkreditációval. Ugyanakkor a jövőben minden-képp szükséges, sőt mondom, létfontosságú lenne egy szakmai akkreditáció ahhoz, hogy ez az iparág is megszerezze a tiszteletet és tovább tudjon fejlődni.
    Ugyanakkor azt is látjuk, hogy azok a nagy cégek, amelyek napjaikban coachokat alkalmaznak, azt várják el, hogy a coachok rendelkezzenek megfelelő coach kompetenciákkal.
    Azt hiszem, hogy az elkövetkező két évben látni fogunk önkéntes kezdeményezéseket, szabályozásokat ezen a téren.
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