Thinking About Your Future?
by Emma Ford (UK)

5 Highlights For Successful Career Transition
by Madlen Ivanova (Bulgaria)

Coaching for Career Capital Development
by Dr. Raija Salomaa (Finland)

Interviewing Skills
by Ashley Gordon & Brian Tregunna (UK)
Welcome to another exciting edition of the International Coaching News (iCN) online magazine!

Our 25th edition, is themed Career Coaching, inspired by coaches to guide coachees to maximise your personal and professional potential.

This edition is rich in content on a variety of related topics such as achieving career goals, strategies to prepare for interviews, career transitions, and includes tips & techniques used by seasoned coaches, to aid your coaching practices.

In this 25th edition, look out for the article ‘Thinking About Your Future?’ by Emma Ford from the United Kingdom. In this article, Emma discusses an easy process to follow when planning and reflecting on coachees’ future development. Another noteworthy article is the ‘5 Highlights For Successful Career Transition’ by Madlen Ivanova of Bulgaria, where Madlen enumerates the process of successfully achieving the goals & is useful when working with a client who is in the middle of a career change. ‘Coaching for Career Capital Development’ by Dr. Raija Salomaa from Finland, is an interesting read where Raija shares a closer look at the career capital framework and how it can be used in coaching. ‘Interviewing Skills’ by Ashley Gordon and Brian Tregunna from the United Kingdom, is also an enjoyable read, where they explain how to use a Coaching-based approach to help people prepare for a successful interview.

Each of our columnists, too numerous to mention individually, has taken some really interesting perspectives, and I would encourage a thorough read-through of this edition.

Just like all our other editions, this edition is not just an interesting read, but it provides you with helpful personal development ideas and professional development techniques to grow your business and improve your lifestyle. I hope you enjoy this issue and do let us know if there are any topics you’d like to see covered in the future.
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Enriching People’s Lives
Earning the Respect of Your Team
by Anne Bachrach (USA)

One of the difficult tasks you need to accomplish in your role as a business owner is to earn the respect of your employees and clients. Being in charge is not going to get you the respect you are looking for. You have to work towards earning respect and it does not come easy. When the leader of a business is respected by one and all, the enterprise grows. The work gets done in an efficient manner, the clients stay loyal and the sky is the limit as far as success is concerned.

The million-dollar question is why an entrepreneur can lose the respect given by employees. A failure to recognise the problem only increases the cause for concern and makes it difficult for you to deal with the situation. There are several reasons why one employee might not respect you the way they did before. The most common example being an employee being passed over for a promotion or not getting the raise they expected. Whatever the reason (justified or not), the problem has to be dealt with quickly.

Once you start losing respect, the house of cards can collapse very quickly. The employees are no longer determined to follow your lead. You will see that the inefficiency increases, productivity takes a tumble and the overall work environment suffers. This is obviously not the position you want to be in. Even if it is only one employee who feels that way about you, it doesn’t take long for their attitude to rub off on other employees. Sooner or later, the problem can grow beyond your wildest expectations.

Why You Might Lose Respect

In some cases, it is the way you manage your employees, which leads to them losing respect for you. You cannot always blame your employees for the problems plaguing your business. For instance, if you know of a certain employee who has not been performing optimally and slacking off instead of focusing on work, you should see that employee right away. Delay in dealing with the problem and you can no longer blame the employee. It was your lax attitude which contributed to the problem.

Reclaiming Respect

More difficult than gaining the respect of your employees is reclaiming it after you have lost it. Thankfully, there are some practical steps you can take to do so.

Keep Your Eyes and Ears Open

You need to keep your eyes and ears open. If you observe any employee behaving differently or not performing to the level you expect, it is time for a one-on-one meeting. You have to pick up the signs which could help you find out if something is wrong. Else, you would continue losing respect.

Address the Issue

Once you have discovered there is some issue which is affecting the employee’s respect towards you, you should take the time to address it right away. As mentioned above, delaying dealing with the problem only intensifies the problem and puts you at fault.

Anaylse the Situation

While addressing the issue, it is important for you to see if the lack of respect has been rubbed off on other employees as well. You might have to deal with a number of people, not just the one you noticed in the first step.

Clear the Air

Accept if you are at fault, but not if it is clear that the employee is the one causing the rift. Not owning up to your mistake could lead to further respect issues with the said employee. Clarify what you expect of the employee and ask them to tell you about their expectations of you. Only then would you be able to clear the air.

Whatever you do, provide the employee a chance of being heard. Don’t react impulsively and penalise the employee. It would lead to further problems and the issue would only intensify instead of being resolved.

How to Gain Respect from Employees

You would only need to reclaim the respect of your employees if you lose it. There are some practical steps you can take for gaining respect which prevents any such situation from arising in the future. Here are the steps you can follow to earn your employees’ respect.

Enhance Your Management Skills

The key to earning the respect of your employees is to understand the fact that you are dealing with a diverse group of individuals. Not all of them would be handled in the same way. This does take some doing, but ensures you can deal with each employee in the best possible manner. That way, none of them harbours any grudge or animosity towards you which ensures your respect remains preserved. Deal with each employee according to their personality and you will reduce the risk of any problems emerging.

Be Available

There is no doubt that you are going to be pressed for time day in, and day out. As a business owner, you initially may feel like hardly anything gets done without going through you first. In such a routine, this attitude and expectation can make your employees feel as though you don’t respect them enough to get the job done that you hired.
them to do. However, you to need to make yourself available for your employees at any time they really need your advice. This doesn’t mean you have to drop everything you are doing, which isn’t productive. It means having time available on your calendar when employees can schedule meetings with you so you can give them your undivided attention. Give them the time they need to voice a concern or seek consult on any issue and they will respect you. Deny them the opportunity and you virtually asked them to stop respecting you the way they do.

Help Out Whenever Possible
Providing a willing ear is important and so is a helping hand. Whenever you get the chance, help out your employees. If an employee has to stay late to complete an urgent project, offer to stay too. It is a small gesture but one which shows that you genuinely care for your employees. Do this and they will continue to respect you. However, this does not mean that you have to do the work for them. Just offer a helping hand and that’s all. You are already working more hours than your employees and take all the risk, but when they occasionally actually see you when they are staying late, it can make a difference.

Offer Suggestions Instead of Giving Orders
Being in a position of power makes it tempting for you to control the way your employees behave and work. Surely, you would have seen many entrepreneurs barking orders at their employees when they want to get something done. Though the work gets completed, it often leads to animosity towards the employer. The better approach would be to offer suggestions and ideas instead of giving curt orders to your employees. They will appreciate it much more than getting directions on how to do their work. Getting them to think outside the box will continue to respect you. However, this does not mean that you have to do the work for them.

There are many books and articles to help you think about your future, all giving good advice and process for example What Colour is your Parachute by Richard Bolles. But there is often a tension between goals and aspirations and the reality of needing to have a job and earn a living, it allows you to be proactive with your future rather than reactive to a situation. If you understand what you want your life to look and feel like in the future, both professionally and personally and what you might need to compromise on and when, you can create a sense of purpose in what you do.

One crucial area is compromised, there may be things that you must have: collecting your children from school; a certain salary; flexibility because you are a carer, be clear what you can and will compromise on. When exploring the market start to find out which organisations can support you, look at websites, talk to employees get a sense and feel of what an organisation is like and this will help you make your choices.

We firmly believe that self-awareness, structure, and a simple plan offer flexibility when delivering your aspirations and earning a living, it allows you to be proactive with your future rather than reactive to a situation. If you understand what you want your life to look and feel like in the future, both professionally and personally and what you might need to compromise on and when, you can create a sense of purpose in what you do.

Start with what you really want from your life, what’s your criteria and what is important to you, define what these things mean to you, for example your work life balance may be different to someone else. Think about what you have to offer, your strengths and behaviours, do you have evidence of what you have achieved? When you have this information, you can explore the market: occupations; employers; lifestyle. You are then able to make some choices and start to network and create your marketing information (CV, interview preparation, LinkedIn profile) and seek out the roles you want. You may need to gain more experience in your chosen area you can volunteer to improve your skills or job shadow to add more value to what you offer.

ABOUT ANNE BACHRACH
Anne Bachrach is known as The Accountability Coach™. She has over 23 years of experience training and coaching. Business owners and entrepreneurs who utilise Anne’s proven systems and processes work less, make more money, and have a more balanced and successful life. Anne is the author of the books, Excuses Don’t Count; Results Rule!, and Live Life with No Regrets; How the Choices We Make Impact Our Lives, and The Work Life Balance Emergency Kit.

Go to http://www.accountabilitycoach.com/AchieveYourGoalsFreeGiftsNow/ and get 3 FREE gifts including a special report on 10 Power Tips for Getting Focused, Organised, and Achieving Your Goals Now. Join the FREE Silver Inner Circle Membership today and receive 10% off on all products and services, in addition to having access to assessments and resources to help you achieve your goals so you can experience a more balanced and successful life (http://www.accountabilitycoach.com/coaching-store/inner-circle-store/).

Thinking About Your Future?
by Emma Ford (UK)

There are many books and articles to help you think about your future, all giving good advice and process for example What Colour is your Parachute by Richard Bolles. But there is often a tension between goals and aspirations and the reality of needing to have a job and earn a living, perhaps you can have both with a little thought and structure.

We firmly believe that self-awareness, structure, and a simple plan offer flexibility when delivering your aspirations and earning a living, it allows you to be proactive with your future rather than reactive to a situation. If you understand what you want your life to look and feel like in the future, both professionally and personally and what you might need to compromise on and when, you can create a sense of purpose in what you do.

One crucial area is compromised, there may be things that you must have: collecting your children from school; a certain salary; flexibility because you are a carer, be clear what you can and will compromise on. When exploring the market start to find out which organisations can support you, look at websites, talk to employees get a sense and feel of what an organisation is like and this will help you make your choices.

This isn’t a quick process, take the time to manage your future, your career could last another 5, 10, 20 years, so time spent now may reap the rewards you want in the future.

At Coaching4Careers we use our personal and career management cycle as the starting point for our conversations. It gives our clients an easy process to follow when planning and reflecting on their future development. Each area allows clients to build their understanding of what they want; can offer; and need to do in order to achieve their goals and aspirations.
‘I and my colleagues were blown away by the helpful advice, thought-provoking discussions and amazing personally-tailored help we each received from Emma. She is kind, thoughtful and extremely astute at perceiving where a person can grow and how they can make positive changes to achieve their goals. I am indebted to her for empowering me to follow my chosen career, and I would recommend her and the Coaching4Careers team to anyone who wants to find themselves on a career path that will lead them to satisfaction and happiness.’

Preparation for a workplace interview can seem complex and daunting, often leading to high levels of anxiety and nervousness, but, when people are coached to develop a full understanding of the process, it becomes a lot easier and the likelihood of success is raised significantly. We’ve both used a coaching-based approach to help a wide range of people achieve success at interviews, varying from senior leaders looking to step-up to an executive level to middle managers seeking promotion and long-term unemployed trying to get back into work.

Some people only think about preparing for an interview when one happens to come along and is an unavoidable obstacle to getting what they want. This can work for a few people who don’t like to plan ahead and are comfortable with ‘thinking on their feet’, but it does tend to lead to a very reactive short-term focus, with increased risk of failure.

We’ve found that most people can increase their likelihood of success by developing a long-term plan, then regarding a job interview as simply a small, but important, step on a much longer journey. That journey begins with using personal coaching to help them strengthen their self-awareness and ends with the achievement of their long-term goals.

Coaching enables people to gain a real understanding of who they are and where they want to get to in life. That’s often not as easy and straightforward as it sounds, as many people have a limited self-awareness and only a vague idea of how they want their life to be. Hence the need to work with a skilled life-coach to sharpen up those details and provide ongoing support until people achieve sustainable success.

Focusing on improving self-awareness helps people to better understand their strengths, positive attributes and areas for improvement. Details which inevitably arise during an interview. So, a candidate who has a strong understanding of themselves and has already been achieving improvements, will usually perform better at interviews than someone who is just reacting to job opportunities that happen to arise.

Similarly, a candidate who has used coaching to help them identify SMART Goals and is moving towards them with energy and commitment will usually perform better at interviews than someone who is just reacting to job opportunities that happen to arise.

We often find it helpful to coach clients on how to be assertive, as opposed to being too passive or aggressive, so that they are able to present themselves in the best possible way.
This includes important life-skills such as body language, building rapport and communicating effectively. As well as providing clients with our top-tips and guiding them through a number of interview techniques, we also use our coaching skills to help people manage their minds - ditching any negative emotions and limiting beliefs whilst developing a more positive attitude. We then follow that up with practice interviews and coaching-based debriefs so that people can sharpen their skills to achieve the best possible performance.

A coaching-based approach can therefore definitely ensure that a workplace interview is a positive and successful experience.

In the meantime, here are 10 of our top-tips for clients:

1. Be positive and optimistic. You have completed a lot of preparation for this interview, so now is the time for you to ‘seize the day’ and put all that personal development into practice.

2. Dress smartly. Wear a dark suit or dress – black or dark blue (power colours), not brown or green. Include a dash of red, e.g. a tie or scarf (it creates a memorable image).

3. Use the rapport-building and assertiveness techniques you have developed, including body language, eye contact, seating adjustment, posture and positive language.

4. All interview questions come down to 3 basic points:
   - Can this person do the job? (technical, job specific)
   - Will this person do the job? (commitment, reliability, flexibility)
   - Will they fit in? (team player, interpersonal skills, co-operative)

5. Prepare your ‘Unique Selling Points’ using a few sentences that best describe you as a person. Base this on your personal strengths that we have identified and developed during the coaching sessions.

6. Remember - you don’t get a second chance to make a first impression. Most interviewers make up their minds about candidates during the first 5 minutes, so you need a strong start. Only 7% of the interviewer’s opinion of you is formed by what you actually say - the rest is judged on how you look, act and sound. Use the initial ‘Icebreaker’ question to your advantage.

7. Depending on the questions, structure your answers to ideally contain 3 points, bearing in mind the details in item 4 above. Cover the headlines first, then go over the detail of each element, e.g. a classic Icebreaker question would be ‘Tell us a bit about yourself’ – your answer could be based on: ‘I am a very positive person, have a strong work ethic and am keen to learn new skills’. Then go into a little more depth to explain about those 3 characteristics.

8. Study the Job Description, Person Specification and your CV/Application Form help identify the questions you are most likely to be asked. Prepare outline answers. Even if those questions are not asked, you will probably be able to use most of the information you have prepared to answer other questions.

9. Quote real-life examples of what you have done. Stories tend to have a bigger impact than just facts! If you are asked competency-based questions, use STAR (Situation, Task, Actions, Results) to structure your answers.

10. At the end of the interview, you will almost certainly be asked if you have any questions. Use this opportunity to close the interview positively, rather than with a whimper. Either ask a relevant prepared question or make a strong closing statement.
Career transition might be stressful. Some of us come to this point as a result of job optimisation in the company they work for, while others feel the urge for a career change so strong that they turn their quirks into businesses. Do you know which one is the craziest idea I have heard of, which turned into a profitable business for its creators? If you read this article till the end, you will be able to find it out.

Career is one of the most important areas in our lives. Many of us plan carefully, study hard and take university degrees in order to start their dream jobs. Others accept whatever job the market offers, driven by the need to provide for themselves and for their families. Whatever the preparations and the positions we take, in the cycles of our everyday lives we reach particular moments when the current job titles and the salaries cease to be motivating and lose their charm for us. In moments like these we feel urged to make a career transition and we are triggered to accomplish our need for appreciation or to receive a better remuneration package, or simply to follow our dreams. It may lead us to take different responsibilities and to use our professional and personal strengths to help more people. Another inner motivation might be the desire to achieve a better balance between the long working hours and the quality time spend with our family and the loved ones. Whatever the case is, we all find ourselves at least once at this point in life where we feel challenged to make a career change. In such cases we all react differently as we all are in different life circumstances.

As coaches we often have clients who want to make the leap from one career to another. It is sensitive and very crucial moment for everyone as there are different stages of completing this particular goal. This is the reason why in such cases, we need to be brilliant in listening, intuition, building a rapport and using various coaching skills and techniques. But all our efforts as coaches are worthy, because it is rewarding to have had someone who successfully changes his career with the feeling of success, joy and appreciation for the client-coach relationship.

Below I am going to share with you my five highlights list, which helps in the process of successfully achieving the goals related to the career transition.
It might also be useful for someone else when working with a client who is in the middle of a career change, so there it is:

1. The state of being calm and get used to the idea for a career transition

Norman Vincent Peale once said ‘The cyclone derives its powers from a calm centre. So does a person’. For some people the career change comes unexpectedly. Others desire and long for it, because they know exactly what they don’t want, but are not certain which way to take. Whatever the case is, the first step in this journey is to remain calm and to talk about the new situation which will help the client to get used to it. Many people facing a career transition get frustrated or rather emotional which is an obstacle to be flexible enough to adapt quickly to changes. Coaching gives us so many powerful tools such as the Wheel of Life, visualisation, meditation and breathing techniques to help our clients to reach their state of calmness. This is the state where they can connect with their true selves and derive the desires, the strengths and the new ideas which will lead them to the desired destination.

2. Career transition is a process

Depending on the circumstances which provoked the client to make the career transition, this is a stage in their lives where they could experience a sense of financial loss or feel as victims. In such a moment most of the people want to achieve immediate results. As coaches we can help them to realise that this is a process which will take some time and will need their full potential, all their strengths and a positive attitude which will enable them to develop new habits in order to achieve their best possible results. As they will also need all of their courage and analytical skills to evaluate their present situation, we as coaches can help them to realise that they have to be tender and patient to themselves and to stay focused on their goals and the steps that they have to take instead of on the frustration and on the immediate results.

3. The good self-esteem is crucial

As Helen Keller once said “Nothing can be done without hope and confidence.” She knew the value of the good self-esteem as she was the first blind and numb person with a Bachelor degree in Arts.

When our clients are calm and prepared that the successful career change will take some time to be accomplished, the next important step is to maintain a good self-esteem. There are different techniques and exercises such as clearing the mind or the environment, finding role models and connecting with people who successfully achieved their desired goals or forgiving someone who hurt them. All these can be used in coaching sessions with clients who are in a career transition.

4. It is a time to take a lot of decisions for a relatively short period of time

This might lead to hesitation, procrastination or to taking impulsive decisions. As coaches we can help our clients evaluate their physical, emotional and spiritual condition, their habits, relationships with friends and family, their love life, their financial status, property and possessions. This will empower them to get a better understanding what they can lean on while creating their desired career and will lead them to the right decisions to achieve their desired results.

5. Curiosity and the Drive to act – the magic qualities which lead to success

In such a situation the client might not be able to see their real options or might be in a stage of still living in the past. We as coaches can provoke our clients to discover the variety of options which the situation offers by challenging their curiosity. With curiosity, as little children, we get acquainted to the big world, but somehow when we grow up we put to sleep this precious mind ability. Curiosity combined with action are the powerful combination to success in career change. Without them all the good intentions, plans and ideas will remain beautiful dreams.

Are you wondering about the craziest idea I have heard of, which turned into a profitable business for their creators? There is a site, created in 2004, which provides trial dream job opportunities. Can you imagine to hate your job so much that you pay to work during your vacation?

We live in a rapidly changing world and more people on every day basis face a career change. As professionals, we may use the magnificent techniques which coaching gives to help them make the leap from the feelings of insecurity, uncertainty and stress into the wonderful new world of great opportunities to choose from and to help them make the necessary steps to accomplish their desired results.
We spend a lot of our active time in professional contexts – be that a classical office, our work-from-home cozy environment or some other formula that works for us as well as for our employers and our clients. We share our workspace, physically or virtually, with our colleagues, people whom we usually meet because somebody else decided that we fit together in the bigger plan of the company, of the project, of sustainable growth and development of any business strategy that we are more or less familiar with or involved in.

How should we, then, nourish sound, productive, fruitful relationships with our colleagues, given how very different we might be for them and given this requirement for us to work well together, while keeping our personal lives on safe tracks, in a peaceful coexistence with our professional duties and commitments?

This is where executive coaching meets relationship coaching on a challenge for anyone to win:

Design your own successful relationship with your colleagues!

From an executive coaching perspective, the challenge is about coming up with some clear steps that you can follow easily, immediately and in-your-style, with any colleague that you choose, a peer, a subordinate or a superior.

From a relationship coaching perspective, the challenge consists in finding a harmonious interpersonal approach that accommodates different personalities, yours and your colleague’s, that includes mutually respectful boundaries and that offers both of you benefits, both objective benefits (such as better outcomes in the common tasks, more inspiring individual and team development activities, a clearer sense of achievement and performance) and subjective benefits (a more enjoyable work environment, friendlier interactions, fresh and motivating co-created new ideas, thoughts, feelings, actions).

So, here’s a three-steps guideline that you may safely use with your colleagues in order to explore what works for you in terms of successful professional relationships! This guideline is versatile and customisable, it is independent from the physical environment, so you may use it with distributed teams as well as with closely connected teams.

It is also autonomous from the level of interdependence between tasks, so you can use it with everyone you work with on the same projects as well as with colleagues you have no projects in common with. Enjoy it!

Apply the same principle here, with your office colleagues, only adapt it to a different age, maturity, interest and availabilities. Discover activities you and your colleagues can easily do together, just to know each other and see what each one is about!

Spend some lunch breaks with them or invite them to a friendly after-work going out. Don’t wait for the HR department to set the official team-building events. Just stay open to opportunities and suggest ideas for informal group activities. After all, you never know what you might find when you expose yourself to new perspectives coming from different people!

**The Colleague, The Coach & The Mentor**

by Iulia Dobre-Trifan (Romania)
What makes you special in your office? What makes your colleagues special? What is it that each of you personally bring to the others? How could you listen empathetically to the individual stories in the office? How could you encourage your colleagues to share their wisdom, experiences, intentions, ideals, in the common space that you are all sharing, for the purpose of inspiring each other and in order to foster common benefits?

It is in this stage that you might consider asking a coach to join your team and facilitate communication and interactions, at least in the beginning, when the team comes together and, perhaps, later on, during busy times when everyone seems rather concerned with project issues and less focused on the office relationships.

STEP #3 The Mentor (Generate Results and Cherish Them)

After building common ground, while empowering individuals, the next level of your professional relationships will naturally present itself: you and your colleagues have reached the stage where results are expected from you (after all, you are in the office, and it is lovely that you get along great with your colleagues, as long as you keep in mind that at the end of the day/month there’s a job description that each of you has to fulfil).

While building common ground and empowering individuals get you started on an interpersonal level with your colleagues, it is the results that you as workmates generate together that will tell the story of your successful professional relationship to other people in your company and to the outside world.

Invest in creative ways not only to generate results, but also, to point them out and to cherish them. Offer feedback as often as possible and ask for feedback whenever you spot the chance to get an authentic appreciation for you and your colleagues.

It is this stage when a mentor might provide real help to your team. Drawing from his/her own experience, providing suggestions and directions, giving you examples of what’s been known to work in similar contexts, a mentor might bring you the confidence and strength you need to best put to value the beautiful work relationships you and your colleagues are growing, step by step, activity by activity, day in, day out.

Developing great relationships with our colleagues is a challenging journey that takes us through ups and downs, mountains and plain fields, nice stories, complicated stories and so much more. The purpose of it all justifies the means, though. Because, just like working meaningfully is in so many more ways possible today, than it was decades ago, it is each of us who chooses what meaning the relationships we develop at work may have for everyone around.

The colleague, the coach and the mentor may very well be every one of us. Or, better yet, should we keep an open mind and connect authentically with our colleagues, we might each contribute in a meaningful way not only to our own becoming, but also to the growth and prosperity of others, which, in the end, does reflect back onto us, through the positive environment that hosts these new, sound, more productive and more fruitful professional relationships.

ABOUT IULIA DOBRE-TRIFAN

Iulia Dobre-Trifan is an Accredited Senior Coach (ASC) by IAPC&M. Together with her team (www.progsquad.ro), Iulia has founded the Pragmatic Coaching Club & School (https://pragmaticcoaching.progsquad.ro), where she is responsible for the life & executive coaching portfolios.

She is a dynamic, efficient, ambitious coach. She likes to work with people who want more from their lives and who believe that all the good things are within reach, given the right combination of talent and effort. Throughout her career, Iulia has been working for many years as a manager and entrepreneur. Her coaching practice is based on the pragmatic knowledge of the real challenges that leaders nowadays face in their fast-changing professional environments.

Interviews are often seen as the domain of the interviewer. A situation when someone will be interrogated and pressurised, but perhaps this is the view of the candidate and not (always) the intent of the interviewer.

If a candidate approaches the process of interviews thinking that something is going to be done to them and that the interviewer is in sole control of the conversation, then maybe that is what happens; so how can they change the way they think?

• Change the wording used, an ‘interview’ becomes a ‘meeting’
• The ‘meeting’ subject matter is the candidate
• The ‘meeting’ is an adult conversation to ensure the candidate:
  ◦ has the skills, knowledge, experience and ability needed
  ◦ Is motivated to do the job and work for the organisation
  ◦ will add value to the team and the organisation
• The candidate is the expert on the subject matter – That’s YOU
• If you attend a meeting you have an understanding of the agenda and do your preparation, in this ‘meeting’, your preparation might cover:
  • Researching the organisation, industry, sector; being up to date with the latest news and views
  • Understanding what the organisation looks for when recruiting people – use your network
  • Be able to talk about yourself confidently; can you talk about each of the areas in the diagram below?
Remember that this ‘meeting’ is a two-way process, it costs an organisation time and money to carry out interviews so if you are invited the organisation is interested in you; it is your opportunity to decide whether you like them and if the role offered delivers what you want and need, so think about your own questions.

The more research and preparation you do about a subject matter (you) the more confident you will be before you attend the ‘meeting’. There is another piece of preparation that is often missed and that’s you as a person, Piero Vitelli (www.island41.com) an expert in presentation skills, suggest that before we make a presentation we prepare our content but not ourselves, we tend to do the same for ‘meetings’. So to complete this short overview of ‘meetings’, add yourself to your preparation list, don’t warm up during the ‘meeting’, think about what you can do beforehand:

- Be ready to have a conversation
  ◇ Talk to the receptionist or fellow candidates
  ◇ Chew gum to get your lips, mouth and tongue ready to speak
- Warm up your body – release extra energy
  ◇ Go for a walk
  ◇ Exercise before you travel
  ◇ Use stairs, not a lift
- Reduce your stress levels
  ◇ Meditate
  ◇ Eat and drink
  ◇ Create the right environment for you

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How to Coach your Team for Business Excellence?

by Maria Harley

There is a famous saying by a famous Chinese philosopher, San Tau:

“Every battle is won before it is fought”

This is equally true for every matter, especially ones involving business and commerce. A company can be competent and well-established on the path to success and scoring the highest profit margins—but could be lacking one of the main ingredients of success. This ingredient is ‘teamwork’.

Teamwork involves collaborative and participative behaviour that uplifts employees and management alike. Business leaders and CEOs are the ones who take out time to ‘invest’ in their employees, coaching them to become better people. However, most of the times these leaders can become so distracted with the success that they forget to push employees to explore their potential fully, resulting in employee dissatisfaction which is the main cause of turnover.

So how can these leaders take the initiative of coaching their employees to reduce this turnover? Read on to find out.

1. Know who your employees are
2. Communicate and Collaborate

The importance of communication and collaboration cannot be undermined, especially when it comes to setting targets for your teams and achieving business excellence. Many CEOs and managers skip this step, relying on a ‘coercive’ or commanding style of leadership. They fail to realise that communication is the key to establishing relations between employees and their bosses.

Companies such as translation agencies, where cross-border communications are the main drivers of business growth, have grasped the vitality of communicating with customers from different countries. We humans are generally competitive in nature. We compete in sports, career choices and in offices too. This competitive nature often manifest itself in situations where we are required to work in a team setting. Recognising and encouraging collaboration between employees will not only push them to put their best foot forward, but will also allow for ‘disentangling’ of any disputes and arguments. Managers should focus on recognising and appreciating individual accomplishments, striving to foster a culture of collaboration and participation between employees and their team heads, in order to create an environment of collaborative behaviour and open communication.

3. Manage disputes and disagreements

The collaboration point brings us to the fundamental aspect of the dispute that so often arises between employees or employees and subordinates. Disputes are a result of the disagreements that take place when employees don’t see eye-to-eye on certain matters. In a business setting where the communication is low and employees are not used to sharing and receiving feedback from their managers, disputes can be the ultimate lever to unpleasant situations and complications. Managers have to understand that these disputes are part of the functioning of an organisation, and should be dealt with accordingly. To avoid or ‘water down’ these disputes and disagreements, focus on team-building by assigning tasks that would require communication and teaming up. The better the communication is between your employees, the less chances will be there of disputes arising and disrupting the work environment.

4. Lead like a coach, not a boss

This is perhaps one of the most undervalued advice given by business gurus and leaders. Leaders are the people who ‘get down with you’ when it comes to achieving targets and milestones. A good coach is a leader who ensures equal and fair participation of all his employees, unifying and treating them as a single unit. Managers should make sure that they are coaching their teams and not merely handing down orders for them to achieve. For this, it is vital to have a bond of communication and collaboration with every employee of your firm, as this will ensure that all employee issues are dealt with in the best possible way.

The Last Word

Employees of a firm are not only the human resource capital, but the building blocks on which the foundations of a business stand. Directing and giving orders may be an easy thing to do, but collaborating and coaching these employees is a tough step not many managers take, thus missing out on achieving a profitable and open culture of growth and prosperity. Remember, it takes only a little effort to make sure your employees are giving their best performance, and coaching them in a proper way is the first step to ensure it.
Coaching for Career Capital Development
by Dr. Raija Salomaa (Finland)

In the globalised economy, leaders who are able to cope with the multiplicity of tasks and challenges presented by international business environments are valued assets for their organisations.

The need for internationally competent managers is escalating (Caliguri & Tariq, 2012) and it has been argued that organisations must provide a range of development activities, including career-related support practices, in order to be able to develop global leaders. Further, it has been suggested that rather than withdrawing from active career management, organisations should instead become involved in a different way, by practising supportive and developmental career management activities such as coaching (Segers & Inceoglu, 2012). The framework consists of three interconnected elements: ‘knowing-how’ (e.g., technical skills), ‘knowing-whom’ (e.g., social networks), and ‘knowing-why’ (e.g., motivation). While the rapid change in the global business environment has accelerated the use of coaching, coaching research in the international context lags behind practice, and coaching has been addressed infrequently in the career development literature in general (Ciutiene, Neverauskas & Meilene, 2010). There was no previous research on whether and how coaching enhances the development of career capital, either in the domestic or the international context. It was clear that more empirical research was needed about the use of coaching as a potential tool for the career capital development of expatriates, employees who work abroad.

Career capital (Inkson & Arthur, 2001) is a concept covering a broad set of competencies that employees need in order to be successful in their employment paths (Suutari, Brewster & Tornikoski, 2013). The findings of my study indicated that coaching supported the development of each element of career capital. This research is important because it is the first academic study to focus on the development of expatriates’ career capital capabilities through coaching.

Therefore, as part of my article-based PhD thesis, I chose to conduct a narrative study, with the aim of exploring expatriates’ narratives of how coaching supported the development of each element of their career capital. This research is important because it is the first academic study to focus on the development of expatriates’ career capital capabilities through coaching.

The findings of my study indicated that coaching processes were generally seen as helpful in development interventions to enhance career capital in the challenging international context of the expatriate. Further, in some of the narratives analysed, it was evident that career capital development also occurred in areas that were not originally prioritised or even expected when coaching was started. Many of the coached expatriates found that their ‘knowing-how’ career capital had been enhanced through, for example, the development of cross-cultural and leadership skills.

They also highlighted development, boosted by coaching, with regard to identity construction, enhanced awareness of the self, and motivation levels—indicators of ‘knowing-why’ career capital development. In addition, the study findings reinforced the view that ‘knowing-whom’ career capital development during the international assignment is not always self-evident (Dickmann & Harris, 2005) and that unless coaches actively pose ‘knowing-whom’ questions, interventions such as coaching may offer only limited value in the development of this area of this element of career capital.
The study also indicated that an increased awareness and understanding of the career capital concept among coaches would be beneficial, and that the career capital framework could serve as a practical tool in efficient coaching processes (Salomaa, 2017; Salomaa & Mäkelä, 2017).

Since my doctorate, I have successfully utilised the career capital framework for the benefit of my international coachees, for example at the European Commission. I have also taught the model to several coaches and executives, who have found that the tool is easy to learn and provides a systematic coaching approach when coaching any kind of client in transition situations. We will now take a closer look at the career capital framework and how it can be used in coaching.

The concept of career capital is closely linked to the idea of contemporary careers and the essential capabilities that need to be developed in order to build and maintain these careers. Contemporary career patterns are described as flexible, non-linear and self-driven. Individuals tend to take more control of their own careers, and thus, their career capital. They gain portable capabilities, construct social networks, and independently manage and enhance their careers. They also identify their own drives and motivations, and apply these in their work. Simply put, career capital can be seen as an asset that can be actively managed and used to enhance their careers.

As mentioned earlier, career capital consists of the following interconnected sub-dimensions:

**First**, ‘knowing-how’, which represents a specific form of career capital and is an integrative term that combines explicit knowledge, implicit experiences, soft skills and technical expertise. A coach could explore this dimension by asking questions such as ‘What new skills do you need in order to be successful in your dream job?’, ‘What capabilities are not useful anymore?’.

**Second**, the ‘knowing-why’ career capital dimension consists of the motivation, confidence, and self-assurance to pursue a certain career path. Questions such as ‘What are your core values?’, ‘What brings you joy in your work context?’, ‘What motivates you most?’ and ‘What would you like to accomplish?’ are examples of questions that can be used here. As coaches, we understand the power of building on strengths, and so it would be useful to ask about these as well.

**Third**, ‘knowing-whom’ involves a person’s relationship and includes occupational and internal company connections that can support an individual’s career. It also includes broader contacts with family, friends, fellow-alumni, and professional and social acquaintances (Inkson & Arthur, 2001). Based on my experience, coachees are often unaware of this important ‘knowing-whom’ dimension or tend to think that it is not acceptable to build relationships for one’s own benefit. Explaining that building a relationship can be a win-win-effort of potential benefit to both parties can be helpful in this situation. Questions such as ‘Who could support you in your career?’, ‘What kind of useful contacts do you already have?’, ‘How can you share your knowledge?’, ‘How can you build your social network?’, and ‘How are you using social media?’ can be helpful in building the ‘knowing-whom’ capabilities of your client. As an example, through coaching, one senior manager had the idea of volunteering to work in the corporate sustainability department of his employing company, even though it was not part of his job description. He learned a great deal and was able to use his new business knowledge for the benefit of his colleagues. Furthermore, he volunteered to work with start-ups and was truly inspired by the realisation that he could help them. At the same time, he gained important contacts and fresh ideas that were useful to his company.

The three dimensions of the career capital framework can be explored in one or several coaching sessions. As usual, the session should be started by defining the desired outcomes for the session and by examining the current situation of the client. After this initial discussion, ask the client whether they would like to explore the career capital framework. I recommend explaining the framework by drawing it on a flip chart. This makes it easier to start discussing each capability area with the client. I often begin with the ‘knowing-why’ dimension associated with values, motivations and so on, because after this phase the client is more aware of their deep motivations, which builds a strong base from which to explore the two other dimensions.

I recommend that the framework be used creatively - it is helpful to use it in conjunction with a timeline, where the coach and coachee can agree on practical actions leading to the desired outcomes and assign specific deadlines. In my experience, an exploration of the career capital framework can be very useful when starting an individual coaching assignment, along with diagnostic tools such as 360-degree feedback assessment, MBTI etc., or it can be used simply as a practical tool for career discussions within organisations, particularly for individuals in transition phases. In conclusion, the career capital framework offers a practical and important coaching tool in the development of today’s global leaders.

**Reference:**


**ABOUT DR. RAJIA SALOMAA**

Raija has deep experience of coaching across a variety of industries and countries. She has worked as an Executive Coach since 2005 and combines her coaching experience with over 20 years of professional experience in executive positions within international travel trade industry. She holds a PCC of ICF and has been accredited by the European School of Administration to coach managers of the European Institutions. Raija works as an executive coach, coaching skills trainer, mentor and supervisor for coaches. Raija guest lectures on coaching and leadership in several institutions of higher education. She has completed a PhD on coaching and is a published author.

Link to the public defense of Raija Salomaa at the University of Vaasa in May 2017 [http://youtu.be/AMwl1V0C5o4](http://youtu.be/AMwl1V0C5o4) | [http://www.crossnomads.com](http://www.crossnomads.com)
As a coach, I rely on a multi-model approach in coaching, seeing that one size does not fit all. Our clients’ aspirations, needs, competences and contexts vary considerably, and so do the issues they are facing, too. Exploring different narrative frameworks can open interesting perspectives coaches can make use of in their coaching effort. In this article I will introduce two such frameworks – life course and career stages frameworks. As such either of them – or both – can be linked to client’s personal narrative, thus expanding the context the transition is reviewed.

Career Transition Coaching

There seems to be only one book dealing straight with career transition coaching skills, Caroline Talbott’s Essential Career Coaching Skills (2013). She deciphers quite comprehensively the psychological, mental, behavioural, and practical perspectives of career transition, and presents a wide range of tools for coaches to adopt into their mode of practice. She also identifies different target groups with varying needs and acquirements, thus pointing that career transition coaching is not a definite or strict entity but a versatile field of practice.

Jeff Bridges (2003) describes changes as events (concrete and situational) and transitions as ongoing processes (psychological). So career transition is more than a task or position change: it refers to a process of disengagement and engagement. Independent of the account of transition (e.g. promotion to a new position, outplacement, or retirement) it constitutes a profound change in what one thinks, feels, and values. This also means disengaging from current identity and exploring new possible identities.

Bridges (ibid.) sees transition as a three-phase process, including an ending, a neutral zone, and a new beginning. This is parallel to the three coaching phases I see in career transition coaching, namely preparation, transition, and role solidifying phases. Supporting the transformation during all these three phases requires different objectives and methods, respectively. Investing successively in all these phases significantly improves the odds for a smoother and more effective career transition.

A Narrative Framework

According to dictionary.cambridge.org a narrative has two meanings:

1. a story or a description of a series of events, and
2. a particular way of explaining or understanding events.

A framework in turn (ibid.) is

1. a supporting structure around which something can be built, or

For example, in early adulthood (see Fig. 1) The emphasis is on improving performance (Guillén & Ibarra, 2010), and thus the coach’s role can be more or less “technical” or facilitative. Likewise, say in mid-life transition, the relationship between the self and the world is in consideration: what are my values, what is the price I am ready pay, why my job satisfaction decreases dramatically, etc. The primary role of a coach is supporting the client to deal with difficult choices and figure out a personal narrative within a complex set of roles. Later, in late adulthood transition, the elements of authenticity and integrity, as well as thoughts of legacy, may be in focus, and the role of a coach is more of a reflective container and less – if at all – supportive.

Two obvious faults can be seen in Levinson’s model: the research was carried out in a more gender typed society, and the traditional career model was based on a hierarchic and strict structure. Nevertheless, the model still helps in:

1. exploring the individual life structure;
2. identifying relevant issues of life-course;
3. emphasising goal-oriented activity.

For a client fretting over career disruption this gives a tool to contemplate it in a developmental context, more as a process, less as an event. For a coach this gives an opening to co-create a processual approach or insight to the case in hand.
**FRAMEWORK: Career stage**

Donald E. Super’s (1957) theory of career development is probably most well-known and has been of interest to career researchers to this day. If you google ‘career stages’ and view images, most of them are based on Super’s work, describing career stages as exploration, establishment, maintenance, and decline. Maintenance is often divided in two parts, mid-career and late-career (Fig. 2).

In addition to the developmental perspective of this model there are two more issues to mention:

1. the emphasised role of self-concept in the development of an individual’s career, and
2. the importance of multiple social roles and their interaction across the career.

But as career stages do not operate as they did in a more stable organisational environment, I’d like to suggest a complimentary layer upon Super’s model. The career concept has dramatically changed, and we discuss today i.a. protean or boundaryless careers (e.g. Briscoe, Hall & DeMuth, 2006). The protean career focuses on achieving subjective career success through self-directed vocational behaviour. The boundaryless career focuses on crossing both objective and subjective dimensions of career at multiple levels of analysis, like organisational position, mobility, flexibility, the work environment, and the opportunity structure. Boundaryless careers are not tied to a single organisation and they do not usually form an orderly sequence with vertical advancement.

Lynda Gratton and Andrew Scott (2017) talk about multistage life (Fig. 3). Multistage life differs from traditional three-stage life (education, work, retirement) by offering a larger set of options, by being non-linear, and by enabling for each individual a unique sequence of stages.

Combining career stage framework and multistage framework further expands the perspective and enhances goal-oriented activity. It will also raise an element of hope in stressful transition, bringing out the positive aspect of multifaceted assets the client is already having.

CONCLUSION

As stated before, any framework is just a structure to be built upon to create a coach’s signature approach. Using narrative frameworks is about continuity of the process, about making sense of meaning, and co-creating a client’s personal story or saga, in order to attain the new identity that is necessary to complete the career transition successfully.

### References

Get That Support You All Deserve
by Sarah Hickling (UK)

It’s funny when you think back to when you left school and had that talk with a careers advisor who basically confused you even more and you walked away thinking now what am I to do.

You were hoping to walk in and walk out knowing exactly what you are going to be and they will have solved that for you.

What I have learnt along the way that pretty much most people don’t know what they want to do and they have just drifted into roles and that you have the choice to make your next steps.

Well this was me after university and I fell into retail and was there for about 15 years. I moved up the ladder successfully and had some big roles. I learnt so much and I am forever grateful for this and I will never take that back that experience.

When I was struggling with working long hours and feeling confused and lost, this is when I wished I had a person to talk to. That individual who would generally listen to you and really help you discover what you want to do and not judge you and make you think you were never going to do well at anything.

I got that person after I left the big corporate world and wow, what a difference it made to my health, my well being and my future. I wished I had that person when I was thinking of leaving retail and he just understood my situation. He got me to get back to being me at my best.

It seems so simple now I look back, but when you are in that situation you can’t see the wood for the trees. You don’t know which way to turn and just sometimes wonder if it is just you. It’s not – many people feel excited the same. Life is too short to not have any time working this through and allowing the support around you to happen, as everyone deserves it.

His inspiration made me turn to career coaching and my love of supporting others through their own career journey. I have finally found what I want to do for the next period of my career life and I know that if you ever feel lost, confused or even frustrated that there are people out there ready to support you with this.

I am a big believer in surrounding yourself with the right support, whether it is a career coach or a mentor or just that impartial person to look over that CV. Don’t let what someone has said to you put you down, don’t let them not allow you to discover what you want to do and where you want to me. Grab that feeling and make that change. Seek out that person who has your back, support and structure to help you make that change, however big or small it may be.

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What HR Leaders Need to Know About Swarm Leadership
by Sarin Kouyoumdjian-Gurunlian (Cyprus)

Prof Peter Gloor, a keynote speaker at the Marcus Evans HR Summit 2019, discusses swarm leadership, HR and the ‘honest signals of collaboration’.

‘The future of business is swarm business,’ according to Prof Peter Gloor, Research Scientist, MIT Center for Collective Intelligence. ‘Leaders need to develop ‘creative swarms’ with small teams of intrinsically motivated people who can work together in a collective consciousness,’ he says.

Prof Gloor is a keynote speaker at the Marcus Evans HR Summit 2019, taking place in the Gold Coast, Australia, 18 - 20 March.

Why do you believe ‘the future of business is swarm business’?

We are a super social species and cannot work in isolation. All progress has been achieved through collective intelligence. Any business that wants to succeed has to tap into the combined intelligence and creativity of its employees, shareholders, participants, owners, collaborators, customers and suppliers.

How can HR leaders create a swarm that works together in collective consciousness?

The key point is culture. Certain values are absolutely necessary in a swarm, such as curiosity, humility, empathy and compassion. People need to be lifted from the top and be taken seriously. However, preaching these values will not work. The swarm leader has to demonstrate these values him/herself.

Many famous leaders are not known for being nice, but if you speak to those who work with them directly, a different story will emerge. They tend to be good listeners, and for me that is one of the key components.

What are the seven ‘honest signals of collaboration’? How do they lead to the values you mentioned earlier and what is the scorecard you suggest?

The collaboration scorecard basically measures the seven signals, allowing you to look at communication patterns through electronic means. It started with email, then it went to global networks, Twitter, Facebook and Google. You can also measure it face-to-face with social metric badges. Now we are using smart watches as they are easily available and there is software that works with them.

You need strong, central leaders, rotating leadership, honest sentiment, balanced contribution, rapid response and shared context. These signals are organised along three dimensions. There is the structural dimension of the social network, the temporal dimension, how quickly people respond, and the content dimension, what people are saying. Central leadership is a structural property with strong leaders, but as temporal dimensions they have to take turns. That means they need to delegate and take a step back. Everyone in the team must contribute. The content dimension looks at the sentiment. It is nice to be nice, but it is better to be honest. You can measure that by looking at emotionality in language.

We can also look at collaborative innovation networks and who is developing new material. The seventh signal is social capital, which basically means the more influential your friends are, the more influential you are yourself. Measuring these things – in a privacy respecting way - would give companies a better understanding of where they stand with the values that creative swarms have.

What motivates swarms?

Crowds are motivated by money, power and glory, while swarms are intrinsically motivated by the problems they are trying to solve. HR directors must select employees carefully so there is alignment. I never pay people the first few months to make sure that they care about what they are doing. When you hire new people, have them carefully vetted by the team they will work with, and make sure they are aligned with the vision and the focus of the company. Do not just buy them with a high salary. Money is not the key motivator for keeping people.

How can HR really tap into the intelligence of the team?

It is about empowerment, happiness, giving everyone the opportunity to do what they really care about. In some organisations, employees are allowed to do whatever they are passionate about for one day a week. I have seen many new star performers and initiatives come from a crazy idea one employee had. Someone who did not give up. HR must choose people who are motivated to do what they feel passionate about.
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For more information, please send an email to press@marcusevansyc.com or visit the event website at www.hranzsummit.com/

From Stress To Calm - Healing Strategies for Social Anxiety

by Carmen Gilfillan

Depending on who we interact with, our relationships with others can be a source of immense joy or debilitating stress. Joy if it's a life partner with whom we have a great relationship, debilitating stress if it's someone who intimidates us, and in whose presence we feel under threat. For some of us, we may even feel stressed in any social setting.

The stress we experience is a physical response in the body designed to keep us safe from "threat". That threat could be relatively minor. It could be the way someone looks at us, the thought that someone is judging us or the prospect of losing face in front of strangers. However, depending on how we interpret the threat, our physical response could be akin to us being attacked by a stranger in a dark alley.

That physical response to a stressful situation (like meeting someone for the first time) can include us breaking out in a sweat, heart palpitations, butterflies in our stomach... and if we are on standing in front of a group, a blank mind.

The good news is that, in this state, we’re ready for action and able more easily to avoid real danger. The bad news is that a stress state dumps cortisol, adrenaline and norepinephrine into the system, forcing blood to flow away from the vital organs and the brain to our arms and legs to prepare the body to attack or run away. In this state, therefore, the chances of us truly being ourselves around people we may be meeting for the first time are minimal.

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The advantage of us being human is that we have our prefrontal cortex, the part of the brain responsible for reason. We can engage this part of our brain to override how we respond to that animal brain.

For example, if you walk into a room of strangers and this kind of situation is a trigger for you, a useful strategy is to engage your higher brain. Even though your body is on high alert, you can say to yourself, 'I'm not going to die. Everything is fine. I'm not under attack, these are just sensations in my body I can choose to respond to or not.'

The animal brain may be responsible for keeping us safe, however, our pre-frontal cortex (our higher brain) can override that instinctive response through positive, constructive self-talk. This kind of approach to fear reduces the intensity of the stress response.

**Meditative Breathing**

Taking long, slow, deep breaths in from your abdomen and on the exhale letting go of all the tension in your body begins to move you from a state of stress to one of peace. This type of meditative breathing can be carried out whenever you think about it and with our eyes open. Within a social setting, you can use the those times when you are not engaging in conversation to do this simple exercise of slowing your breathing and releasing tension until you begin to feel calmer.

**Yoga**

Yoga is a gentle form of exercise combining movement, meditation and breath work to relax, centre and rebalance you. Yoga also keeps you physically flexible and supple. The soothing nature of yoga, over time, begins to allow you to let go of the kind of tensions you may hold when you’re around others.

**Tai Chi**

Tai Chi is a fast martial art that has been slowed down to a very fluid set of movements. It is gentle, relaxing and helps to balance both body and mind. Like yoga, it combines breath work and movement and has a calming effect on your physiology and psychology.

**Energy Healing - Reiki**

A further key way to release the sort of tension associated with social anxiety may be through energy healing. Energy healing comprises a set of practices that work to clear our system of negative energy, leaving you feeling more grounded and balanced.

One such modality is Reiki. This practice works to rebalance the seven key energy centres (Chakras) in the body. The premise of Reiki is that clearing those energy centres restores the body’s natural equilibrium, leading to mental, emotional, physical and spiritual wellbeing.

**Energy Healing - Tapping**

Another example of an energy-healing modality that can be used to eliminate the kind of stress social anxiety triggers is ‘Tapping’. This technique is known officially as EFT (Emotional Freedom Therapy). It is also known as Emotional Freedom Technique or Energy Psychology.

Based on acupuncture, EFT involves tapping acupressure points on the body while focusing on the issue. This stimulation encourages the free flow of energy throughout the body that can lead to a sense of emotional release.

The above practices are just some of the ways in which we can proactively begin to reduce the effects of stress when interacting with others and promote self-healing. When we can engage in these techniques regularly over the long-term, we can increase our chances of letting go of social anxiety. This in turn will enable us to feel a sense of wellbeing around others and allow us to start enjoying richer, deeper and more meaningful social interactions.
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