What's Your Vision for Your Life?
by Ken Keis (Canada)

The Proven Path to Transform Your Life from Within
With Vera Niste, Coach and Business Mentor
by Cristina Burcă (Romania)

Reboot your Health at Hippocrates Health Institute
by Anthony Vernon (USA)

Clear Communication For Empowered Relationships
by Sarah Haté (France)

SECTION: WELLNESS & HOLISTIC
Welcome to another exciting edition of the International Coaching News (iCN) online magazine!

Our 26th edition, is themed Life Coaching, inspired by coaches to guide coachees to maximise personal and professional potential.

This edition is filled with interesting power tools toward greater well-being and a holistic approach to the many facets of Life Coaching. It focuses on enabling you as the coach to assist your clients to mastermind life transitions, manifesting anything (and everything) they desire, and includes tips & techniques used by seasoned coaches, to aid your coaching practices.

In this 26th edition, look out for the article ‘What’s Your Vision for Your Life?’ by Ken Keis from the Canada. In this article, Ken discusses the purpose of having vision statements for all areas of your life is not just about getting what you want. Another noteworthy article is the ‘The Proven Path to Transform Your Life from Within’ by Cristina Burcă of Romania, in this interview with Vera Nist, she reveals the in’s and out’s of a successful life transition. In our Wellness & Holistic Section, ‘Reboot your Health at Hippocrates Health Institute’ by Anthony Vernon from USA. Tony shares how Hippocrates is the ideal place to help coaches and busy professionals to reboot their health, so they can be at their best to help and serve others. ‘Clear Communication For Empowered Relationships’ by Sarah Haté from France, is an interesting read where Sarah enumerates great coaching techniques to much better and more fulfilling relationships. We have also included a list of the Noble Manhattan Coaching Support Groups, as its aim is to provide a supportive community and network for individuals with an interest in coaching and/or any other personal development discipline under the banner of Noble Manhattan. Additionally, we included a list of upcoming Coaching Events & Conference.

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 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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EVENTS & CONFERENCE

Upcoming Coaching Events & Conferences
Become the Coach of Choice

In 15 minutes you will be able to:
• Retain top clients consistently
• Help clients excel and succeed faster
• Communicate clearly in all situations
• Become a more powerful leader/coach
• Make a difference in everyone’s life
• Lead and motivate like never before

WHY PSI:
• 40 years of helping coaches do more faster
• Used worldwide in 12 languages in 30 countries
• Used by millions of successful practices even today
• Designed from the ground up for coaches just like you

IMPORTANT OPPORTUNITY:
Did you like how the mini-assessment enabled you to get a more accurate perspective of yourself and the people around you? If you think you and your clients would benefit from a course developed around this insight and the best selling business book, Why Aren’t You Like Me?” please go here for an overview of its benefits.

For 40 years the success rate of coaching practices all over the world have been significantly improved, and now you can tap into these opportunities like millions before you.

Noble Manhattan Coaching Support Groups

Noble Manhattan created the concept of coaching support groups, many years ago and are now delighted to be able to offer this in many cities worldwide. Our groups are open to EVERYONE.

Our aim is to provide a supportive community and network for individuals with an interest in coaching and/or any other personal development discipline under the banner of NOBLE MANHATTAN.

Coaching Support Group (CSG) exists to help and support all coaches and student coaches worldwide, which meet in many cities all over the world. The groups will be a central hub for coaches, student coaches and anyone working in or interested in coaching and developing human potential, their own or that of others. They will provide support, motivation, inspiration and information as well as a place where like-minded people can come together to form a mastermind alliance. The groups will also raise the awareness of coaching and the benefits of having a coach within their local community.

Here are the list of Coaching Support Groups all around the world:

**UK**
Peter Messervy, CSG President in London
peter@opusmagnum.com

**Belgium**
Andreea Astilean, CSG President in Brussels
andreeamunteanu02@gmail.com

**Turkey**
Luiza Celik, CSG President in Istanbul
luizacelik@gmail.com

**Austria**
Roman Buryta, CSG President in Austria
Rburyta@gmail.com
LinkedIn

**Bulgaria**
Aneliya Stoilova, CSG President in Sofia
aneliya.stoilova@coaching-in-bulgaria.com
FB Group Page

**Moldova**
Eugenia Caracas, CSG President in Moldova
life_jasminka@yahoo.com

**Romania**
Oana Tue, CSG President in Cluj
oana.tue.coach@gmail.com
FB Group Page

**Switzerland**
Jaya Saunders, CSG President in Biel
jaya@noble-manhattan.com
LinkedIn

**Lebanon**
Pauline Sawaya, CSG President in Beirut
pauline@swiftshiftcoach.com
FB Group Page

**USA**
Ananda Kenboya, CSG President in California
anandakenboya@gmail.com

**Ukraine**
Julia Vitsko, CSG President in Kiev
julavitsko@gmail.com
What’s Your Vision for Your Life?
by Ken Keis (Canada)

**Vision:** Something seen in a dream; a thought, concept or object formed by the imagination; manifestation to the senses of something immaterial; the act or power of imagination; mode of seeing or conceiving; unusual discernment or foresight; the act or power of seeing

- Does your life reflect what you really want?
- Do you know what you really want?
- What is your vision for your life?

Here’s the kicker: Your life already reflects your vision for your life!

Why has Life Coaching become so popular? Because only 10% of the population believe they are living ‘On Purpose’!

This is one of the reasons I wrote my latest book, so that any individual or coach working with an individual, has a step-by-step process to get clear about what is most important in their life.

Not having a vision means your vision for your life is not to have a vision. You are responsible for your current condition.

For a full year, I was focused on writing. After completing the project, I did not take the time to reset my vision and goals. That left me wandering and unfocused for a period of time. I really paid attention to the difference in my personal energy when I had direction and clarity compared to being unclear or confused. It is significant!

My purpose is to still to help others live, lead and work On Purpose! But now, it is unfolding in new ways, such as through my podcast, ‘Secrets of Success with Dr. Ken Keis’ new online courses, conducting training via live streaming onsite to our clients’ locations and even through webinars.

Perhaps you are struggling in your relationship with your partner. You are thinking negative thoughts about the situation. Well, don’t be surprised when you experience more of the same. You must change your thoughts and vision to reflect what you want—not what you have.

Some of you might argue with me and say, ‘That’s the reality of what’s going on in our relationship. I just can’t envision a healthy and loving relationship.’ Fine. Have your reality. But don’t blame anyone but yourself for it. (That advice comes from someone who has a lot of experience in that particular area.)

The purpose of having vision statements for all areas of your life is not just about getting what you want. It’s also about living a fully engaged and exciting life! Individuals with no vision have much less energy and passion for life. Why? Human beings need direction to feel fulfilled. Proverbs 29:18 states, ‘Where there is no vision, the people perish.’

Technically, visions are not goals. Goals are created from visions. A vision is an active and on-going dream that you are striving to achieve.

- I can achieve a weight goal.
- My vision for my health and wellness never ends. It is ongoing... as long as I am alive.

I agree with the late Dr. Wayne Dyer in his book, Excuses Begone!, that people don’t get what they want—they get what and who they are. That means if you want a loving relationship, you need to be loving. You can’t act mean-spirited and expect to realise your vision of a healthy relationship.

This phenomenon of losing direction is common in Olympic athletes, who spend years focused on their primary goal of participating in the Olympics. When they finish their final competition and have not yet established their next steps, they may feel despondent and even sink into depression.

The challenge for many individuals is that they focus on their current condition, not on what they want.

For example, if you are out of shape and all you can think about is how overweight you are, your vision for your future condition is that you are overweight. To get back on track, shift your vision from being overweight and out of shape to being healthy and slim.

Everyone needs to shift their focus from what they are, to what they want. In other words, create a new vision.

So, what about you?

**Do you have a clear vision of what you want?**

**Your vision must be congruent with your heart and your actions.**

Vision is important for more than personal fulfilment. Families, teams and organizations need visions, too. In Jim Kouzes’ book, The Truth about Leadership, 1 of the 10 non-negotiable characteristics of successful leaders is that they provide a vision for their organisation. If the organisation does not know where it is going, any road will get it there.

Please review the Summary & Action Steps below, so you can start developing a vision statement in each main area of your life.

---

**Summary**

What’s Your Vision for Your Life?

1. Does your life reflect what you really want, or something else?
2. What is your vision in all areas of your life?
3. Outlines a step-by-step process for an individual or life coach to get clear and passionate about all areas of a person’s life.
4. If you are operating within a faith, use it to drive your vision statements.
5. Your vision statements should stir your excitement, inspiration and action. Pay attention to your emotional responses to your vision statements.
6. ‘But Ken, I don’t know what I want.’ What do you not want? Then think about the opposite.

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**Action Steps**

What’s Your Vision for Your Life?

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5. Your vision statements should stir your excitement, inspiration and action. Pay attention to your emotional responses to your vision statements.
6. ‘But Ken, I don’t know what I want.’ What do you not want? Then think about the opposite.
Remember, it takes time to shift an image. As you reshape your thoughts and your focus, be patient. It is a redevelopment process. Some days, you will fall back into old thought patterns. Get over it and move on.

Start now. Every day you delay is a day without the power of your new focus. The greatest gift you can give yourself is to be completely engaged in your life—and inspiring others to do the same.

The research is clear. Those who have a vision, dreams and goals will be far more successful than those who don’t.

The research further reveals that those with written vision statements and goals do much better than people who simply carry those ideas around in their heads.

Those who review their written visions on a daily basis are significantly more successful still. One study documented that everyone who wrote out and then read their vision statements daily all became millionaires. Where people put their focus every day bears fruit in their lives. That is not to suggest money is everyone’s goal. The power of focusing on a vision will help you achieve the results you want.

Take the time to write two to four sentences (vision statements) for each category noted in Step #2 above.

Clarify your values and style using CRG’s and to help you make values-based decisions as you develop your vision statements.

Make your vision statements accessible. Place a copy by your bedside, in your office and in other convenient places for your review. Put them on your smartphone so you can read your visions anywhere and anytime. Read them on a daily basis.

The Proven Path to Transform Your Life from Within
With Vera Niste, Coach and Business Mentor
by Cristina Burcă (Romania)

Life Transitions never come in easy bites. They shake up your reality, bring internal turmoils, trigger self-discovery and alignment with one’s values & core passions.

We talk about all these today with Vera Niste, Life Coach and creator of the 6-month Coaching Program Dolce Vita&Business.

Too good to be True?

Keep reading as we reveal the IN’s and OUT’s of a Successful Life Transition.

Hello Vera and thank you for bringing your insights to this iCN Life Coaching edition!

How are Life Transitions happening in general for the people you’ve coached and even for yourself? What processes/steps do they trigger?

Changes in our lives occur continuously, whether we are aware of them or not. The good part is that we, humans, have the ability to choose what to do and where we want to move. This personal conscious evolution is the starting point in transforming our dreams into reality. That’s exactly what happened to me.

Even more, when I became aware that, in order to live a meaningful life, I needed to change something (and I changed a lot), the Universe paved my way. Because when you have a clear wish and act with faith, everything comes on your side!

ABOUT KEN KEIS

Dr. Ken Keis is a foremost global authority on behavioural assessment strategies and processes, and an expert in leadership, purpose, and wellness. He has authored over 4 million words of content, including 500 articles, 4 books, and a dozen assessments to help others realize their full potential.

President and CEO of Consulting Resource Group International (CRG), Dr. Keis has worked with many high-profile companies, associations, and industry groups. In the past 30 years, Ken has conducted more than 3,000 presentations and 10,000 hours of coaching and consulting. He is a highly sought-after author, speaker, trainer, media guest and also host of The Secrets of Success Podcast with Dr. Ken Keis.

His latest books, Why Aren’t You More Like Me?, Deliberate Leadership, and The Quest For Purpose!

To learn more on how Ken or CRG can serve you go to www.kenkeis.com and www.crgleader.com

From my personal transformation journey and of my clients, I drew out five (5) essential steps:

1. **Self-awareness:** personal values, strengths and weaknesses/ challenges, limiting beliefs, personal inner dialogue.

2. **Mental Setting:** the art of understanding and controlling the Mind (our mental body).

3. **Emotional intelligence:** understanding / listening to our emotions (emotional body) and their triggers, and transform them into an ally to clearly and empathically communicate in any setting (social, business, professional).

4. **Clarification of values and style:** using CRG’s to help you make values-based decisions as you develop your vision statements.

5. **Making your vision statements accessible:** place a copy by your bedside, in your office and in other convenient places for your review. Put them on your smartphone so you can read your visions anywhere and anytime. Read them on a daily basis.

6. **Remember, it takes time to shift an image.** As you reshape your thoughts and your focus, be patient. It is a redevelopment process. Some days, you will fall back into old thought patterns. Get over it and move on.

7. **Start now.** Every day you delay is a day without the power of your new focus. The greatest gift you can give yourself is to be completely engaged in your life—and inspiring others to do the same.
Physical awareness: observing/listening to the physical body to understand the signals and act accordingly (to harmonise our life).

Respect for the Universal Laws: knowing the "rules of the game" and live in harmony with them, in order to attract in our life all the good pieces wanted (prosperity, health, relationships, success etc.).

Core Values & Passions - what is the connection between these two and how can one bring both together to launch a meaningful & rewarding business?

Customers who have gone through the Self-Discovery and Awareness process acquired a much clear picture of their Personal Mission and Values that guide their life.

When you are clear with what you want and know what enlivens you, what really matters to you, what "gifts" you’ve been blessed with, the following step is simple: just get clarity on HOW to share your Passion / Side Hustle with the world.

Thus, your business idea comes naturally, as an extension of yourself, of your life values and passions, that can help others too. Your Business fulfils your life purpose, nourishes your personal values, and brings your passions/side hustle to life, while making a huge contribution to the world (be it your personal circle, or the international-scene).

The services and products born from a side hustle/passion respond naturally to the needs and desires of the ideal customer, and the relationship is win-win.

Let’s take an example: say you like playing guitar and do this with your small-ones in the family in your spare time. Why not starting giving guitar classes in your local community? This could lead you in creating a small guitar-playing school and further develop the idea in ways which unfold themselves naturally as you keep doing what you love.

Limiting mental patterns/beliefs. Which ones are the most common and truly limit our potential to fully live a meaningful & aligned life?

There are even more limiting beliefs about money. We all have a Money Story in our mind and I strongly suggest you find your own mental story. And if it’s a negative, limitative one (i.e. Money is the root of all evil./ I'm just not good with Money./ You have to work (too) hard to get wealthy, etc.), start flipping the script straight away, so you can welcome Abundance and Prosperity into your life.

It depends on the perception of everyone!

We are the ones who create our reality and our faith shapes our existence!

Dolce Vita & Business - is it only a stereotype or can it truly be lived?

How do you live this LifeStyle yourself?

I personally think many of us can have a Dolce Vita&Business or Dolce Vita&Career, as per everyone’s call. I’ve always believed it was possible, however only 4 years back I had the courage to take the first step and start living it.

I'm now a living example that you can have a Meaningful Life, in Abundance, once you’ve discovered your True-Self, outside of any other social ‘faces’. When you become Aligned with your Divine-Self, you start living in the Flow (the optimal state of living, researched and promoted by the renowned psychologist Mihaly Csikszentmihalyi).

My program includes now:

► Travel more and more (the fact that I have a business from my laptop allows me to travel whenever I need/feel like).

► How do you accompany people to get to this point & make the Life Transition towards a Meaningful & Successful Business?

Firstly, I’m grateful to the Universe for guiding me in finding my Personal Mission, to guide anyone who is committed to dig deep and align with their True-Self, with their Core Values and thus, share their Passion with the World, in a prosperous Business. I warmly thank everyone who chose me to be their guide in this complex and enriching process.

I like to see myself as a traveling companion, a mentor for those decided to transform their lives for the good! I’m offering to my clients and also to my newsletter subscribers inspiring methods, tools & techniques to ignite their transformation:

► Self-knowledge, Self-esteem and Self-love
► Create a Mindset for Success
► Personal Mission discovery
► Structure to launch their Business from their side hustle/passion
► Harmony in all aspects of their life, be they business/career or general life related.
I draw this guidance firstly from my own experience of overcoming limitations and uncertainties (most of them mental barriers) and learning from my own challenges. And secondly, from all my mentors, trainers and coaches I’ve worked with and/or keep doing so, to be the best version of myself daily, for myself, my family and my business followers and clients.

I’m a whole believer and doer of the Love Leadership concept, initiated by John Hope Bryant, and the 1st Principle states: Loss creates Leaders! Thus, don’t be afraid to lose (a certain status - maybe a certain senior role in a corporation, or a certain financial security provide by that corporation), as you will grow infinite times faster and closer to your Real-Self!

I strongly recommend to iCN readers to choose Mentors for their growth (personal/professional); Mentors who have successfully passed through similar challenges to those they are facing now. Because only such Mentors will understand and guide them best!

As a brief conclusion, the success of a Life Transition is directly determined by the individual commitment.

‘Everything is Possible’ is not only my personal credo, but also the one I encourage everyone to embrace: Dream, Believe, Achieve!

Thank you, Vera, for your insights. They will definitely spark a light in the mind of our readers & encourage the transformation everyone wants to do.

To get in touch with Vera, her coordinates are:
Web: www.veraniste.com
Email: hello@veraniste.com
Facebook: https://www.facebook.com/VeraNisteCoach/

In January 2019, Gerard O’Donovan led some marvellous coach training at Hippocrates Health Institute, in West Palm Beach in Florida. While Gerard was at Hippocrates, he chose to take a 3-week break and work on his health by taking the 3-week Life Transformation Program to reboot and restore.

You can reboot and restore your health at Hippocrates as a reader of International Coaching News and benefit with a $250 discount off of a 3-week stay, by mentioning ICN when you book a stay at https://hippocratesinst.org/

Peak performance and being at your best can only be accomplished long-term by living a healthy lifestyle. The pace and speed of modern life means as a professional, to be of the best service to others, we need to take greater levels of care of ourselves, or we can fall short in being at our best. We need RESTORATION time out.

In January 2019, Gerard O’Donovan led some marvellous coach training at Hippocrates Health Institute, in West Palm Beach in Florida. While Gerard was at Hippocrates, he chose to take a 3-week break and work on his health by taking the 3-week Life Transformation Program to reboot and restore.

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Set in a lush, tropical 60-acre setting in West Palm Beach, Florida, guests from all over the world benefit from health and nutritional counselling, non-invasive remedial and youth-enhancing therapies, state-of-the-art spa services, inspiring talks on life principles and a tantalizing daily buffet of enzyme-rich, organic plant-based, living food meals.

The Life Transformation Program is a three-week stay at Hippocrates Health Institute located in West Palm Beach, Florida on 60 acres of lush and tropical landscaping. The program is specifically and uniquely designed to help you feel your absolute best.

During your stay, a qualified and dedicated medical team will work with you in creating a tailored protocol and supplement plan to help you reach your desired goals and achieve the highest level of health and wellness during your stay.
This program is ideal for anyone who wishes to transform and improve their health, look and feel younger, increase energy and physical fitness, find emotional and spiritual balance, and discover the latest and most powerful natural healing methods in the world!

Your 3-week Stay Will Include:

Full medical supervision and blood work, emotional support with the help of group healing circles, energy therapy, meditation and private wellness counselling and coaching sessions.

Full-body detoxification will be effortless with numerous infrared saunas to help the body eliminate toxins and heavy metals. Work on your fitness with a diverse variety of exercise classes such as yoga, Qigong, aqua fitness, rebounding and more. Daily physical activity will help stimulate the immune system, improve blood oxygen levels and keep the lymphatic system (detox system of the body) working at its highest capacity!

During your stay with us, you can expect to grow emotionally, feel empowered and get re-connected with like-minded, beautiful people on a similar journey.

In just three short weeks, you can look and feel better than you ever have before!

Most of all, participating in this exclusive program will help you build unwavering confidence in your ability to return to abundant health, restore complete vitality and become the best version of yourself possible.

Although the physical transformation, both inside and out, is life-changing, the most profound and impactful part of the Life Transformation Program is the unparalleled education and lifestyle training you will receive daily.

The world-class lectures and the information you will attain while at Hippocrates will arm you with everything you need to continue the lifestyle at home, increase your longevity and maintain your health results more permanently.

You are unique, and so is your detoxing process. Throughout the course of our lives, we accumulate a toxic load from the foods we eat, to the air we breathe. During the first week of your Life Transformation Program, you will go through a deep, internal cleanse as you consume the most nutrient-dense foods and juices, and participate in state-of-the-art, holistic therapies. We are here to support you, starting on Day 1. We will introduce you to a raw, vegan diet and re-educate you and guide and support you through the difficult, habit-changing experience called detoxification. This is an opportunity for you to experience something that you’ll never be able to replicate at home.

You are not the same person who first stepped foot into the Institute. You have achieved the 21 days it takes to renounce bad habits, and adopt new healthy practices. We find our guests are looking and feeling their best by the third consecutive week of the Life Transformation Program. These guests often become our biggest fans; their transformation and a new zest for life shines long after they complete the program.

Hippocrates is the ideal place to help coaches and busy professionals to reboot their health, so they can be at their best to help and serve others. Again, if you are wanting to really reboot your health, as a reader of International Coaching News you will receive $250 off of booking a 3-week stay. Be sure to mention International Coaching News when you book using Tel. 561.471.8876 or find out more about the Hippocrates Health Institute on their website at: https://hippocratesinst.org/
9th International Congress of Coaching Psychology
Positive and Coaching Psychology: Wellbeing, Sustainability and Achieving Balance
NCVO, London

This Two-Day Conference offers Masterclasses, Keynote and Invited Speakers, Skills-based Sessions and Poster Presentations. The event will focus upon the practice and research of Positive and Coaching Psychology exploring themes such as:

- Neurodiversity
- Acceptance and Commitment
- Performance and Resilience
- Ecopsychology
- The Coaching Alliance
- Work/life Balance
- Mental Health
- Community-based practice
- Supervision
- Sustainability and Resourcing

Click HERE to learn more about the event.
Coaching in Leadership and Healthcare
Renaissance Boston Waterfront Hotel, Boston, MA

The 12th Annual Coaching in Leadership & Healthcare Conference is offered by the Institute of Coaching and McLean Hospital with faculty from Harvard Medical School. Our goal is to serve leaders, physicians, healthcare providers, executive coaches, life coaches and health and wellness coaches. This energising and groundbreaking event features keynotes by world leaders in leadership, neuroscience, health and well-being, coaching, behavioural and positive psychology. Our breakout sessions give participants the chance to take a deeper dive into the science and art of coaching.

If you would like to have a look at the hotel, please find here the link to their website.

To book your room, please email Duygu Aslan at banket@clubhotelfalcon.com kindly cc gerarde@noble-manhattan.com & michele@noble-manhattan.com on the email.

Coaching Conference 2019
- Achieving Mental Toughness: Well-being, Resilience and Team Coaching

Henley-on-Thames, UK

This year’s Coaching Conference offers you the opportunity to continue your CPD journey, with a focus on looking after yourself, both mentally and physically.

For more information, please contact the Coaching Centre Team by email at coaching@henley.ac.uk or by phone at +44 (0) 1491 418 829.

Kindly Click HERE for more details.

ICPC 2019: International Conference on Positive Psychology and Coaching
Bali, Indonesia

Aiming to bring together leading academic scientists, researchers and research scholars to exchange and share their experiences and research results on all aspects of Positive Psychology and Coaching. Providing a premier interdisciplinary platform to present and discuss the most recent innovations, trends, and concerns as well as practical challenges encountered and solutions adopted in the fields of Positive Psychology and Coaching.

Kindly Click HERE for more details.

ICF Converge 2019
Prague, Czech Republic

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GOALS, GOALS, GOALS
– They’re everywhere!

by Sonia Brown (United Kingdom)

There is nothing new about the Tao of Goals. All successful business leaders swear by setting (achieving) and writing down their goals. A study by Harvard Business Review revealed that only 3% of people write down their goals. But for many people, they find it difficult to set goals so spend their time drifting like a leaf in the wind wondering why they have not achieved what is truly possible for them.

This article is clear. No matter how much we try to avoid goal setting, we have to set goals in all areas of our lives, not only in business, if we want to see the results that we desire for our personal and professional lives.

Successful leaders and time managers are future orientated focussed on how they will achieve their goals. They are disciplined and push through their goals to completion. Unsuccessful people talk about the things that they do not want (most of the time) rather than focussing on the things they want, and the goals that will help them achieve their vision.

Goal setting is not new, it’s just that we don’t do it! Think of what you want, imagine what it’d be like to have it, how you will feel when you have it and then focus on working to completing your deadlines.

Sonia Brown MBE shares simple insights to small business owners who are stuck in their business and looking for ways to boost their motivation and business performance through the self-discipline of goal setting.

Therefore, it’s easy to see why most of our problems are caused simply because we have not set strategic goals. Failing to plan is planning to fail.

It starts with a thought
Discover what you want in your business and what are your aspirations around the areas in your life that you are looking to pursue. Your vision of your ideal business future starts in the imaginary world and starts with a thought. You become what you think about most of the time.

Once you are clear about your vision, it is important to commit to writing down the goals. Your vision of your ideal business future starts in the imaginary world and starts with a thought. You become what you think about most of the time.

How will you know when you have achieved your goals? Are you on course or not? When setting goals be specific and have a validation procedure in place. What will you see, hear, feel, taste, etc.? Then you will know if you are getting closer or further away from your goals.

You have unlimited potential to achieve what you want in life if you are prepared to work hard, take responsibility and stop hiding behind excuses for not designing your ideal future.

Refuse to look at the things that did not go right in the business in the past. Visualise the ideal business life that you want. Take a hard look at your business, market, sector and think about starting again knowing that you can create something brilliant based on your experience, skills and acumen.

Work towards removing the unhelpful self-limiting beliefs that hold you back and stop you creating goals and habits to get the most out of your plan going forward. High achievers set out to make their vision a reality and the next question is ‘How?’ Focus on your ideal future because it will be better than the past.

Goals are directional and intentional

Live your life from the inside out

When the mind has a goal, it has a target and it means your energy heads towards those goals. You cannot achieve your goals if you don’t have a target. It’s directional, motivational and makes you successful.

Your attitude is part of your values and you will attract more positive responses from people who want to work with and for. It’s important to commit to your goals and focus on accomplishing results, no matter what challenges are thrown your way.

Goals are your compass, your guide, your planning tool and your incentive to work towards achieving your dreams. Go out and achieve them! Everything else is just an excuse.
Are you in the picture of your goals?

A future orientated leader will be happiest when they are living in alignment with their goals and their world. Your values must be congruent with your life and if it contradicts will cause stress, anger and frustration. Focus your energy in a particular way. Goals will help you show what direction you are moving?

Take control and focus like a laser beam on accomplishing your goals. You get more of what you focus on. Successful people think of solutions while unsuccessful people think of obstacles and problems. Stop protecting your ego and identify what habits, experience, skills or education that may be holding you back from accomplishing your goals. Your actions will be a manifestation of what is going on inside of you. The constraints are mainly within rather than outside of yourself – positive or negative!

State your goals in a positive mode and take continuous action. What you learn on the way is what really matters. It’s not only about the journey as much as the arrival, but who you become in the process. The goal is working for you even when you face roadblocks but remember. The goal will organise, measure and enhance your management and leadership skills the more you stick to the process.

Finally,

Take these goals and turn them into your ideal day, week and or month. This is where you have strategically designed with your goals. Keep the momentum and enthusiasm going. Start today, a small step is fine.

Many coaching clients want to find ways to actualise their vision of a brighter future by developing goals and objectives, yet have challenges in defining practical and prudent paths toward the implementation of their action plans. They tend to think big and get bogged down in the development of simple step-by-step activities. Large goals or visions are an ideal place to start, igniting the perfect brain storm. Breaking them down into simple steps allows their management and the ability to track success. Celebrating the success, however small, is important to create the emotional satisfaction.

The old adage of ‘start with the goal in mind’ creates the initial path. Breaking the goal down into manageable daily, weekly or monthly tasks is the key. As an example, a recent client wanted to build his practice and found that the daily routines often distracted their ability to work ‘on’ the business because the efforts to work ‘in’ the business took precedence. Sound familiar? What we found was that there were moments where priorities were askew. Crisis management tends to distract one from peak performance.

We took a look at the daily needs and restructured the priorities, defining immediate needs and whether they were truly immediate or whether they could be delayed in order to focus on higher priorities. Some things had to be addressed immediately. Some were able to be delegated and others could be addressed later as the impact on the flow of business was negligible. Life is also like a business; we tend to get caught up in the moment and are unable to differentiate priorities. Being able to pause, take a breath and do a quick analysis of the priority allows better focus.

Time management was the key. Breaking down the goals for the business into manageable tasks was a first step. These tasks could be performed in the ‘downtime’ between events and allowed progress to be done with less stress. It created a process that fit both short-term and long-term objectives. Everything in life is a process, it happens over time. Goals and objectives are reached through developing a procedure, an action plan, which gives us the ability to reflect on the moment and move forward with more tenacity because we have a process.

Any goal needs a timeline, even if it is arbitrary. Timelines can always be adjusted as work proceeds. We like to think we can get more done in less time. In an ideal world where one only focuses on one goal, that might be so. In reality, we are engaged in many activities and, from business studies on time management, the rule of thumb is that it will take three times as long as our initial time frame. This is not because of any fault at all, so don’t get discouraged. Just be aware.
Life coaches with some tenure in business are more likely to understand that individual priorities may not fit with the priorities of others in getting a job done or accomplishing a goal. Action plans are not only based on goals and objectives; they have resources involved—people, places and things. Facilitating those people, places and things to meet your deadlines is an art as well as a science. Communicating needs and wants clearly is critical. Understanding the needs and wants of your resources is imperative. There is always a reciprocation of actions, offers or resources that affect successful transactions. We tend to be single-minded and somewhat selfish in our attempts to get things done. Frustrations and tempers flare when we don’t get what we want. That is a result of poor planning and strategic thinking. It is often a challenge to be able to step back from our microcosm and look at the larger picture, how we fit in it and what we can do to grease the wheels of action. A life coach serves as an observer; listening intently beyond the words, asking questions and offering perspectives that create a change toward better choices and objectives to meet goals.

Some years ago in a Master of Arts in Organizational Management program, a study group project revealed an interesting discovery. Challenge and change are only three different letters. I immediately saw the ‘lle’ as being liabilities, limitations and excuses. Whether personal or professional, these are opportunities to explore and grow as individuals, teams and even organisations. It’s almost like a SWOT Analysis that businesses need to do as well. They are only as good as the plans and strategies to implement them, an action plan with step-by-step procedures that allows management as well as measurement. Metrics are not always tangible, though. Primary to the process is an increase in awareness and general well-being.

Designing a plan starts with a basic understanding of how we tend to create our reality. This involves basic constructs of goal-setting and a conversation that acknowledges salient points in the awareness of the individual and support of the coach in reaching further inside to become aware of the subtle activities in the body, impressions and sensations of the process. It is imperative to engage the body, the transceiver of vibrations that are relevant to the perception of the client’s growth and understanding.

For the more science-based clients we discuss recent advances in consciousness and quantum physics discoveries. A new model, called the Triadic Dimensional-Distinction Vortical Paradigm (TDVP), posits that consciousness, time and space are tethered across nine dimensions. There is an experiential side of that model than can be explored. For the spiritually-based clients, we explore the notion of oneness and the conscious connection available to people, places and things that can be ‘magnetised’ or drawn to the experience in the process of achieving the objectives that emerge from setting their goals.

I have learned that an experience system, the collection of sensory perceptions gathered over an array of intentional and occasionally unintentional events, develops through feeling things out. Everything is vibration, right? That includes everything in nature, which means it is, by default, a part of consciousness.

It’s not separate. We have the innate ability to perceive and interact with nature, our larger consciousness and the constructs of reality. So we feel first, obviously, our bodies are the receptors of the signals (actually transceivers) and illustrate that nature, according to the indigenous ways, as the gut feeling is our first connection with our environment or outer reality. We send from there, too. It’s downright reciprocal, but we usually aren’t conscious enough to realise it, let alone observe and learn the process in order to develop and mature as a co-creator.

I agree also with our innate ability, often unrecognised, of naturally reaching out to perceive ‘what is.’ Structurally, it is a synergy of chakras, meridians and ‘clair-alls’ (clair-sentience, et al - send/receive circuits) that is at work always. Again, we are not aware enough to deepen and/or expand our moments of coherence it seems. Sometimes we are. A transformational life coach is often the facilitator, showing where to look and creating a conversation around what is perceived or seen.

It has occurred to me, and I wonder if, the way in which we create reality is the interaction between the positive thought, neutral object and the electromagnetism attracting loose and/or shared electrons of people, places and things that resonate. It’s the spook and spooky action at a distance thing applied locally; the spirit and body engaging reality in ways that promote the growth, understanding and success of the individual who seeks to transform their life. Perhaps just reading this article has brought new insights or connected previously suspended dots.

Face-to-face sessions are best. The state of technology now allows that to happen virtually, all over the world.
Clear Communication For Empowered Relationships
by Sarah Haté (France)

In my experience as a life coach, one of the keys that everyone needs to work on is communication, and especially positive, non-judgmental communication. I’ve lost count of the number of times I’ve been told by my clients that their partner/family/boss/colleague doesn’t understand them, take the time to listen, show interest in what they’re doing... This leaves them feeling misunderstood, judged, and even helpless, and when they come to me, they feel like they’ve reached a point of no return. Working on clarifying their communication opens them up to much better and more fulfilling relationships.

The first thing I normally do is to ask my client to name their biggest difficulty when communicating. Is it a problem with speaking? With listening? With understanding or being understood? With expressing their feelings and/or emotions?

Once we’ve got a bit clearer at the root of the problem, I ask them to think back to the last time there was a breakdown in communication with someone, and to describe what happened and what they could have done differently. This opens them up to different possibilities, and helps them to start moving away from feeling like a victim and towards taking their share of responsibility.

A great coaching technique that can be used when revisiting a past experience and seeing it through someone else’s eyes is the Meta Mirror. This is an exercise that brings together a number of different perspectives, that of the client, that of the other person involved in the breakdown of communication, and that of an independent observer looking at both people impartially. You as a coach should break state in between each perspective. The aim of this technique is to get the client to gain insight about the past situation, and to replace any stuck thoughts and feelings with greater understanding of the other person and creative ideas to improve their relationship.

At this point, the client has often identified examples of judgmental, accusing, negative ways of communicating. This is when I introduce NonViolent Communication (NVC), founded by Marshall B. Rosenberg, a 4-point process which is great for improving our relationships with others, as it generates respect, attention and empathy. Here are the 4 steps involved:

1. Observations
2. Feelings
3. Needs
4. Requests

1. Observation: this is an invitation for the client to observe the situation without interpreting or judging it.

2. Feelings: the focus here is on the client’s FEELINGS and not what he or she thinks. It’s often difficult for us to identify and be able to talk about how we feel, but it’s an essential part of this communication model.

3. Needs: this is when the client will talk about his or her needs, which are often not being met, because if they were, there probably wouldn’t have been a breakdown in communication in the first place.

4. Requests: this final step is really important and sometimes overlooked. If the client stops before making a request, all he or she has really been doing is talking about himself or herself. Communication is a two-way process, so we need to have the other party involved in it. Making requests and not demands of the other person are a great way of inviting them to share things with us, to participate, to help us, to make both our lives better.

Here’s an example of how this can work. One of my clients came to me after having had a blazing row with her partner, which ended up with them both not talking to each other for days. As my client is a highly sensitive, empathic person, she finds it difficult to talk about how she’s feeling and generally tends to keep all of this to herself. I suggested she use the NVC technique to calmly express herself to her partner. This is what she came up with:

‘When I hear you shout at me because I have spent time with my friends rather than with you, I feel guilty and angry because I need to have my girls’ night out, it helps me to unwind and I enjoy spending time in their company. If you want to spend time with me, how about going to the cinema this weekend?’
As you can see from the above example, my client used the word ‘I’ most of the time, and only included ‘You’ in the request phase of the process. This is a guarantee of non-judgmental communication, and a creative idea of how to improve her relationship with her partner. He is now able to understand why she spends time with her friends, even if he doesn’t approve, and is in a position to accept her invitation to the cinema. Instead of the shouting escalating into a row, which is what happened previously, conflict can be resolved peacefully using clear, positive words that are used to simply state the facts from my client’s point of view.

These techniques can obviously be used in both personal and professional contexts. If a client finds it difficult to speak to his or her colleague or manager using the NVC process, he or she would greatly benefit from at least writing things down, as it helps to remove all emotion from the situation, and to state our feelings and needs. For more information on NVC, I highly recommend you read the book by Marshall B. Rosenberg, “Non Violent Communication: A Language of Life”. You will find many things of interest, including a list of feelings and needs, and a technique for expressing anger.

ABOUT SARAH HATÉ

Sarah Haté is a trainer, public speaker and certified professional life coach. She has a passion for giving her clients the space they need to reconnect with themselves and rediscover their authentic self, in order to create a magical, positive life for themselves and their loved ones. She has recently created a private, online community, Walking the Path to Confidence, to empower sensitive men and women seeking a better life balance and more fulfilling relationships.

Sarah created So Free Coaching, to offer one-to-one sessions, group sessions and workshops. As she lives in the south of France, her clients are both French and English-speaking. She trained in Development Coaching with NLP (Neuro Linguistic Programming) with Simply Changing Limited, and recently obtained her Level-1 certificate in EFT (Emotional Freedom Techniques).

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Coaching Values-Based Living
by Gary Gasaway (USA)

In my practice as a professional life coach, one of the most common areas of conflict regarding my clients is living a complicated, stressful life. To combat this undesirable living condition, I focus my attention and coaching efforts to have the client first; acknowledge themselves, second; believe in their abilities, and then lastly; select and using the right values and virtues to live a simple, but a much more effective life. Then, together, we discover how important personal values are in leading a happier and more fulfilling life. The fact is, it is our individual values; if used effectively, that initiates a focus upon being our best in all situations.

Values-based living is a life that includes the use of the right values and certain codes of ethics, that create essential personal acknowledgement, then is transformed into action-oriented responses that leads us down the path to a happier and more fulfilling life. These responses act as our inner voice of what’s right regarding our thoughts and the way in which we behave intentionally using our own personal values. It is these personal values that become our primary beliefs. Further, it is these same primary beliefs that become our values-based living environment. It’s these values-based approach that acts as a guide regarding decision-making abilities that leads to responsive behaviours that are integrated into our daily lives.

First, yet utmost important, is for the client to acknowledge and value themselves. It only makes sense that we must value ourselves to make the best of the values we hold on to. So, we start with valuing ourselves. Once I coach my clients to value themselves, we then move to self-acceptance, valuing others, and lastly, choosing the right values theses clients want to live by.

**Valuing Yourself**

When you suffer from low self-esteem, the negative vision of yourself and the undesirable thoughts about yourself are likely to be programmed in your mind. These thoughts and feelings may well have been going on for some time, and maybe even more than you can remember.

There is good news – these thoughts and feelings can be changed by simply valuing yourself. This is accomplished by taking responsibility for your life and the choice to change your personal identity. To change your identity, you must take back your pride and take back ownership of acknowledging who you really are, and only then will you begin to recognize the true value of yourself.

Having a focus on simply the best is truly all you can request of yourself. If you know deep within that your focused efforts are striving to create the full capability of passionate feelings to be your best, then you can ask no more from yourself.

It is this kind of motivation that moves you to be your absolute best you can be. When you experience these heart-felt emotions, they will transform your life. To simply be your best is a commitment to yourself in which all possibilities will be unleashed in an effort to reach your full potential in life. As you focus on your true value, all paths will then lead you to more fulfilling and yes, a less complicated life as well.

When it really gets down to being true to yourself, it’s just a choice to be your best. That is why it’s simply the best because it is you that chooses to give that level of effort. And it is the level of effort that will result in the amount of success you will experience. Being your best starts with what you think – then what you feel – that in turn moves you to respond by creating positive and meaningful actions. It is when you learn to value yourself and what you represent that you can lead a more fulfilling life, but it must start with you. As you will always continue to work on yourself, you will also have a natural set of values and virtues that you live by. These same values are the foundation of responding to living a simpler, yet effective life.

Just the values and virtues of caring, loving, trusting, and respecting brings about thoughts and feelings regarding the people in our lives. It is these special relationships that are an important part of living a simple, effective, and fulfilling life. For example; take the people in our life – the ones we truly love. When there is this kind of special caring and loving, we respond with simple things such as a smile, listening instead of speaking, or observing instead of doing. It is eye to eye, heart to heart in the moment. It is making the effort in lifting someone’s spirits to make their day, not yours. Valuing others leads us to believe that we need each other, and that love for one another is unconditional.

**Valuing self leads to self-acceptance**

To value self, you must do it regardless of your past mistakes and any less-than achievements you have made in life. Let’s stop there for a moment. Not one of us has achieved all of what we want in life. Not to mention all the unsuccessful ‘things’ that didn’t work out. The most lasting kind of self-acceptance involves recognising that although you have made a few mistakes and have some flaws in your abilities; you still believe in yourself and have strong self-esteem.

The key is to accept who you are and see yourself as having genuine worth whether or not you have achieved all your personal goals you have set out to achieve. With this, avoid judging yourself or gaining the approval from others. Self-acceptance is knowing who you are and acknowledging yourself, simply accepting ‘you for you’. Being self-aware and self-accepting is not anything other than strengthening your own individual character – nothing more.

**Your Individual Values**

Once the client is comfortable and confident regarding who they are, I then coach them to identify and acknowledge their own values. We all live with some version of a value-based life. Then it stands to reason that it is our own individual values that are the principles we live by. These values are created within but shown as having genuine worth whether or not you have achieved all your personal goals you have set out to achieve. With this, avoid judging yourself or gaining the approval from others. Self-acceptance is knowing who you are and acknowledging yourself, simply accepting ‘you for you’. Being self-aware and self-accepting is not anything other than strengthening your own individual character – nothing more.
Using the right values and virtues in our lives creates a less complicated, more effective, productive life. But before a more productive life can be realized, we are tested on our values and how we demonstrate them. The test is created when we make the attempt to live these values regardless of the circumstances we encounter. Whether it’s from moral standards or just natural behaviours, we live these values until we end this life on earth. We all have different and unique values that establish who we are. Many of these values match others that we have relationships with – trust, respect, honesty, integrity, patience, gratitude, humility, and generosity to name a few. Because our relationships with others are so important, we must remember that the life we live may be created by us but shared with the people in our lives.

It’s important to stay true to our individual values – they are ours. Our values, and how we live them, defines us. We are not perfect as we live these values, but we can always improve who we are by identifying the enhancements we want to make and create change if necessary. Unfortunately, some of my clients will attempt to live other than their own values. For those that try to be someone else will only put extra efforts into something they cannot change. Regrettably, the results make them feel more confused than they did before they got started trying to change themselves. To this point, there are times that I must then redirect my clients to be true to who they are and to only use those values that serve them best. Then finally, I coach the client to take a personal inventory of their values and virtues and how to better integrate the right values into their daily lives.

The key to success is to again, simply identify areas of improvement regarding our own values and take necessary actions to create a better person. We should be happy with the person we are – that’s what truly matters. Find areas of improvement regarding our values and focus upon them to be the best we can possibly be. Our values make up who we are – we should never stop trying to improve ourselves and the values we live by.

### Narcissistic Client – Narcissistic Coach: Recognise them, Refer them, Avoid them!

by Maria Biquet
(Greece)

Narcissism is a topic that continually bubbles at the surface for Coaching, Psychotherapy and Leadership. If you do a quick search on the internet, you will find millions and millions of articles and documentation on the subject.

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What this tells me:

1. ‘Victims’ of Narcissists are abound in personal and professional relationships.
2. It is estimated that 1-3% of the general population have the disorder, mostly men who represent 50 – 75% of the total.
3. According to the Google search, it would seem to suggest that even within the coaching pool of written pieces that approximately 3.5% talk about narcissist coaching, and that reduces again by 50% to 1.8% of how coaches deal with narcissist leadership.

This is what led me to write this article, and discuss when we should refer a client who shows ‘consistent’ signs of narcissistic disorder to a psychiatrist and how to manage yourself as a coach in these situations.

### The signs of Narcissistic disorder

Most coaches have not been trained to ‘diagnose’ personality disorders, unless they have been educated to conduct an evaluation as a mental health specialist (psychiatrist and psychologists). This doesn’t mean that we should not learn about them through self-study or other specialized trainings, to understand the symptoms of the disorder and know when to tactfully pass onto the right professionals.

### ABOUT GARY GASAWAY

Gary is the founder of Conflict Coaching Solutions, LLC, a professional life coaching business that focuses on inspiring individuals, couples, and/or groups to transform their conflictive situations into positive solutions.

Before creating his company, Gary was a “corporate coach” for a large utility in Southern California. During his 32 years with this company, Gary designed and developed several coaching courses and workshops that he facilitated to supervisors and managers throughout the company.

Gary also has written and published three books; The Coach’s Chronicles Trilogy. For additional information regarding Gary and his business or books, go to: www.conflictoachingsolutions.com
According to the DSM-5 (The Diagnostic and Statistical Manual of Mental Disorders, Fifth Edition (DSM-5)), narcissistic personality disorder is characterized by an excessive sense of self-importance and a lack of empathy for others. Individuals with this disorder may display some or all of the following symptoms when interacting with others:

- Have an exaggerated sense of self-importance. Grandiosity with expectations of superior treatment from other people
- Have a sense of entitlement and require constant, excessive admiration
- Expect to be recognized as superior even without achievements that warrant it
- Exaggerate achievements and talents
- Be preoccupied with fantasies about success, power, brilliance, beauty or the perfect mate
- Believe they are superior and can only associate with equally special people
- Monopolize conversations and belittle or look down on people they perceive as inferior
- Expect special favors and unquestioning compliance with their expectations
- Take advantage of others to get what they want
- Have an inability or unwillingness to recognize the needs and feelings of others
- Be envious of others and believe others envy them
- Behave in an arrogant or haughty manner, coming across as conceited, boastful and pretentious
- Insist on having the best of everything — for instance, the best car or office

To diagnose a person with the disorder, a psychiatrist will take into consideration the symptoms, their frequency and their intensity in different contexts and relationships.

Due to the high-functional disorder associated with narcissism, some may not view it as impairment in their lives. Although overconfidence tends to make individuals with NPD ambitious, it does not necessarily lead to success and high achievement professionally. These individuals may be unwilling to compete or may refuse to take any risks in order to avoid appearing like a failure. In addition, their inability to tolerate setbacks, disagreements or criticism, along with lack of empathy, make it difficult for such individuals to work cooperatively with others or to maintain long-term professional relationships with superiors and colleagues.

When working or interacting with Narcissists, one of the behaviours I have recognized with this particular disorder is that they don’t connect.

Help! My Coachee is a Narcissist! When to coach them

It is very rare that a Narcissist would embark on a coaching programme to improve their abilities; they are perfect; nobody is better than them, so who could ever be worth the honour to become their Coach?

However, there are some cases, they would use your Coaching support to nurture their Narcissistic personality that craves for attention and special treatment. Remember: especially those coaches who specialize in transformational coaching or prefer to coach beyond performance/skills, you will struggle to develop that sort of ‘intimate’ coaching relationship because they wouldn’t be able to connect deeply.

In most cases, clients just display a few of the narcissistic behaviours and do not have the disorder as described above; therefore we can manage them with some attention and coach them to their goals as we do with anybody else. Remember: this category of people are coachable and above all can relate to others and connect at some level – they don’t have the disorder.

They very often know how to make you feel very appreciated as if you were the most important person in their lives and in the very next moment they abuse you in the most outrageous way; this is how they have learnt to emotionally manipulate their victims through confusion and misuse of trust. Their inability to ‘connect’ with their inner self, and needless to say to others, when they go through a crisis, it can be very challenging for them to find the necessary resources to consider other ways of doing things that’s good for them and others around them.

When to refer them to a psychiatrist

Signs and symptoms of narcissistic personality disorder and the severity of symptoms vary (please see above). At the same time, people with narcissistic personality disorder have trouble handling anything they perceive as criticism, and according to the Mayo clinic and https://www.towardpositive.com/therapies/narcissistic-personality-disorder-dsm-5/, they can:

- Become impatient or angry when they don’t receive special treatment
- Have a significant interpersonal problems and easily feel slighted
- React with rage or contempt and try to belittle the other person to make themselves appear superior
- Have difficulty regulating emotions and behaviour
- Experience major problems dealing with stress and adapting to change
- Feel depressed and moody because they fall short of perfection
- Have secret feelings of insecurity, shame, vulnerability and humiliation

In such cases we need to consider the signs, confirm that you are observing these patterns of behaviour and firmly manage the contract itself, and where possible, suggest them to work with a psychiatrist. Because, as coaches, we don’t have the specialised skills or training to support them in the appropriate way.
The Power of Self-Understanding to our Success
by Cecilia Lui (Hong Kong)

At the recent Women’s Empowerment Forum in Hong Kong celebrating International Women’s Day in March, I had the pleasure of speaking on the topic to an audience of women and a few men, culturally, generationally, and professionally diverse, with each person on a unique journey of their own. On this occasion, I would like to share this dear-to-my-heart and important topic incorporating part of my forum presentation and personal and client experience, on the importance of self-understanding to our professional and personal success.

Aristotle once said, ‘Knowing yourself is the beginning of all wisdom’.

Our personal and professional selves are more integrated than most people would like to think or admit, one impacting the other.

During my presentation at the Forum, I enlightened everyone on ‘The Iceberg of Self-Knowledge’ where aspects of ourselves such as gender, ethnicity, physical features and certain personality traits are all obvious aspects of who we are, but below the iceberg where personal ambitions, motivation, intentions, perception, values, attitudes, beliefs, talents, strengths, to name a few, are self-knowledge that may not be as obvious to some of us, without some deep diving into the past and reflecting on our current states of being across different areas in life.

These fundamental but often overlooked elements of ourselves pave the foundation for our understanding in pursuing purposeful work and projects, meaningful relationships and social networks, and applying our strengths and best attributes to every aspect of our lives, realising our full potential while also recognising where our time and energy can be best spent.

Maria Biquet
Maria Biquet is an experienced multilingual Business Consultant and Executive Coach with vast experience from diverse business fields. Maria has long experience in Strategic Marketing and in establishing companies in new markets.

For more than 20 years she has studied various methodologies for self development and change, including Neuroscience in Coaching, Systemic approach, Appreciative Inquiry Approach, NLP and mindfulness techniques. She holds a University degree in Language & Linguistics and an MBA-International Marketing.

Vice President of Marketing & Communications of HCA (Hellenic Coaching Association) EMCC Greece, member of the EMCC (European Mentoring & Coaching Council). Works as a volunteer with Non Profit Organisations; is a Mentor at Orange Grove for startup companies and at Cherie Blair Foundation. Research project on Ethics in collaboration with EMCC.

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Why me?
It may also happen that Narcissists pick you to be their Coach; for some reason you attract them and even like to work them. We have to admit that Narcissists are charming people and excel at manipulation; they always tell you what you want to hear; they treat you the way you should be treated in the coaching relationship and then they start abusing that relationship that can have a personal impact on how you normally operate as a professional.

If it happens to you often i.e. it becomes a recurring pattern that you attract Narcissists who at some stage start abusing you: for example by wasting your time or ignoring you during the conversation or turning aggressive when you ask a question or depreciate your work, then you must check with your own inner needs and self-image. For example, in personal relationships we may attract Narcissists because we lack in self-esteem, and transferring that to our professional work by attracting that category of clients may be an important signal about our inner need to become victims. So, if you attract them often, please check with yourself. You have the skills and knowledge to reflect and be self-aware; you can also discuss about it in Supervision and get support.

Get rid of them and avoid them
Although it is not easy to lose clients, especially in financially difficult periods, we must be professionals and psychologically healthy. Ethically, this is also what needs to be done in order to ensure that the right, and suitable, professional properly handles the disorder. As coaches, we are not. Sometimes we need to invite a mental health specialist into the coaching relationship to check our judgments before we decide on the best course of action and then share with the client. If it’s because we, the coach, are unable to work with the client because of our behaviours, we need to refer on. If it is because of the client, we need to refer to. And most importantly, we need to maintain our balance to help the clients who need us and build healthy and productive relationships with us.

 ABOUT MARIA BIQUET
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Self-knowledge could simply be information we have learned about ourselves through reflection or shared by others. Self-understanding, however, is making connections between this knowledge and the past or current events in our lives and making meaning of their occurrences and how they might be linked to our personality and behaviour, and using such insight to make leaps and bounds in life to reach our goals and ambitions.

Below are only a few of the benefits I have gained from my own journey of self-discovery, and also witnessed others in gaining:

- A better relationship with self
- Become a better model for my child and those I have influence over
- Sustainable career and life choices
- Build Confidence & Strength
- Less Self-Doubts
- Congruency and alignment between all roles in life

Whether you self-coach or seek external assistance through life's challenges, you will still yield results. It is a journey that we need to be patient with and not be rushed through. Our lives evolve infinitely and improvement is continuous. Progress is key.

Ken W. is a British born fitness manager I met many years ago at a club in Hong Kong where I was a member. Married young, the responsibilities of a young family with children set him back on his opportunities. He felt he could be more. This was his view on what coaching was and how it could benefit him.
I was looking for an unobtrusive, non-judgmental discussion leading to the realisation of points for action. I see a coach as being someone who is there to help an individual to understand a side of ourselves that often cannot be accessed alone, a reflection tool for understanding our past and allows me to banish all self-imposed limitations. Another recent client, whom I will call RM, shared the value of understanding the connection between her upbringing and her current situation. ‘It has become more apparent to me that my upbringing has had an important impact on how I view myself and the world outside of me. I have learnt that it is important to look back on our childhood and heal from cultural impositions. Though emotional, I think being open and honest about my experiences has made me realise that I need to make some changes in my life. I am committed to not hold onto beliefs that no longer serve me.’

But Coaching is only one method to gain deeper knowledge about ourselves, getting in the habit of daily or regular self-reflection, seeking constructive feedback from others, using personality tests or psychometric, and self-awareness work are all workable approaches.

The most important person we need to befriend in life is ourselves, though many people are fearful of confronting the gaps between the East and the West, helping professionals gain insight about themselves for personal, professional and organizational growth.

Cecilia is a Hong Kong-based professional with cross-sector and industry experience across multiple disciplines. A native from Hong Kong with a Canadian upbringing, Cecilia has enjoyed working in Asia since 2001, applying her cultural insight and multidisciplinary background, bridging the gaps between the East and the West, helping professionals gain insight about themselves for personal, professional and organizational growth.

Lumina Learning (UK) Psychometric (Self-Team-Leadership Development)
https://www.luminalearning.com/practitioners/CeciliaLui/en

Publications: Click here to access Google Drive file

Podcasts:
Roadmap for Excellence (~12:15 pm)

Work-Life Balance
(Part 3 @ 38:40-48:32; Part 4 @ start-15:09)

Introversion vs Extroversion:
http://rthk.hk/info/yt/pe2A

About Cecilia Lui

This sub-personality is one of many, but let’s focus on rejection. The next parts explain the mechanism and throw in some tactics to get back on the right track.

The universal truth

We all have universal truths ingrained in our unconscious mind, strong beliefs issued from nowhere. You just know it. It drives you and the conditions you reactions to any emotional event in the basic matters of life, unbeknownst to you.

Mom can be a rock star or the deadliest sorceress. We expect she will shower unconditional and continuous love towards us. Why? BECAUSE. Bias creeps in when, at a given moment, we expect her to shower unconditional and continuous love coming. This is why you get the sub-personality, to defend the universal truth. Maturity therefore implies that you face these and acknowledge that sometimes, mom isn’t always love.

Is it true? Probably not? Well, for the sake of this demonstration, it’s not relevant whether it’s true or not. Why? Because I believed it so badly at some point that it made me feel unworthy of love. I did not realise it fully, but the time stamp marked it loud and clear. I was perceived as unlovable. My mom had no time for me, so I did the math with my 3 years old brain. It created a little monster inside my head with all the strategies, curly hair, frilly dress ... and fear of dying. Now that I know, I made a life with the little one in tow. But am I the boss now? Not always… The little one is a sneaky sub-personality that can put me easily in a trance of sorts, where I experiment the fear I recorded as it was back then.

How it starts

The belief about rejection is taken as a survival issue. The limbic system manages the threats to survival and sends his soldiers to handle the situation. My little one is on a mission to avoid the rejection at all cost. Hence the little one acting out.

As I recall, I felt the sensations with all the fears a 3 year old girl could muster, shaky, stunned and paralysed. I could not live without the love and care of my mom!
I fell in some **trance** state and the limbic system started to record the tantrum clip for future usage. The trail was built up using my panicked childish capacity of the moment.

The cortex enters the stage with his set of adult behaviours, memories and tactics. If the grownup is mature enough, he will make amends and correct the mishaps. This is where normal and psychopath may differ in the recovery stage. One will feel embarrassment, the other won’t.

### How to defuse the crisis

First, one must identify the trigger before boarding on the train. As we learn to desensitize, we experiment the reflex less and less. The learning curve ahead! In the meantime, once engaged on the reject road, it takes some specific conditions to snap out of it.

The limbic brain created a **neuronal reflex** to protect me: cry, pout, disappears, stamp my foot, throw my dolls. The little soldier sent to the front has the best **intention**, and it’s a crucial data to keep in mind when a cure is put in action. These dramatic reflexes usually work, since you get some attention, not what you would hope for, but it’s a matter of despair. The target of the demonstration will not get happier, nothing pretty comes out of this. Sadly.

Transposing this in your life, can you identify such behaviours? We all have scars inside, more or less sensitive to the signal. See an adult throwing a temper? Chances are he is possessed by a child in tantrum mode. Maturity level goes down, and so does dignity.

When the limbic brain engages, the energy used is quite important. It eventually slows down, out of fuel. The child temper fades out and the grownup surfaces.

The threat of rejection is setting up the chain of reaction. There are **neurological signals** announcing a rejection trance, recent research using brain scans show proofs that the reactions arrive **before** the decision is made. You feel a cramp, some tension in the neck or a stabbing pain in the liver? This is the **trigger** signal. The decision will go fast, in a fraction of an instant.

The limbic system is quite speedy (survival decision will go fast, in a fraction of an instant). The cortex has all the elements to help you put things into perspective. Problem is, it takes longer for this big grey matter to start working. The limbic brain is faster and fires at the first signal.

Let’s suppose you are now stuck in the train with the little one driving. Your brains are fogged. You have the attention span of a deer on the spotlight. At the moment, the false beliefs perceived by the child act up: injustice, rage, righteousness. There some sort of powerful sensation taking in, you feel so right, all is clear. You are going limbic.

Snapping out means you use tricks to wake up from the trance and breathing does that. Looking outside at the scenery, asking yourself ‘where I am’ and ‘what I am doing’, get up, sit in another room ... all good. One of the best cheats is to use an elastic band on your wrist and snap it! Pinch yourself, snap your fingers, stretch your face, open arms, straight up, shake your head, yell, all legal, all useful. Take out your head from the ditch and get back on the **cortex** track. It’s a two time action plan: acknowledge, then act and breathe. After the battle, the cortex will carry you in a safe place.

### Disengaging sub-personalities?

**Hypnosis works!**

We are not in control of our emotions when survival mode takes in. These primal fears are shaking badly our core and we lose perspective, enough to let these childish plays take place. The cortex has all the elements to help you put things into perspective. Problem is, it takes longer for this big grey matter to start working. The limbic brain is faster and fires at the first signal.

No finesse, just reflexes. Since it’s a matter of survival, it’s difficult to condemn totally the mechanism.

The recipe is to intercept the agitated child as he hops on the train, and simply tell him you are the driver. The child will accept, sit and enjoy the scenery and play with his toys. How is this possible? Brain learns at all ages, thanks to the **plasticity**! Hypnosis uses this concept and the **ideo-motricity** to motivate the mind to move toward a desired outcome or state.

Hypnosis can reprogram the trail coming from the threat, by negotiating and proposing alternate behaviours to the personalities inside. Just asking kindly and propose other avenues, the inner mind accepts these propositions, just a matter of training. So, get a good program and listen to it repeatedly. You learn through shocks, but you unlearn by repetition. This is the law of the inner subconscious mind... And it works!

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**Sylvie Racine** is an experienced NLP master coach specialized in Ericksonian hypnosis. She has her office in Montreal, Canada where she helps clients in curing the symptoms related to phobias, stress, PTSD, public speaking fear, pain management and birth under hypnosis.

Follow her on [https://www.facebook.com/hypnocoeur](https://www.facebook.com/hypnocoeur)
How to Make the Right Decision Every Time
by Ken Keis (Canada)

Decision: The act or process of deciding; a determination arrived at after consideration; a report of a conclusion; promptness and firmness in deciding

In a recent research study of high performers, one of the top six habits or conditions was that high performers have clarity.

As a coach and an individual, you want to equip yourself to make confident decisions, but you also want to do this for your clients. If you want to know how to do this, read on.

Do you ever feel overwhelmed by the sheer number of choices you have to make—or the copious options that are available to you?

If you answered Yes to the above question, you are not alone.

Do you know a very successful individual who is indecisive?

Likely not. As a rule, successful people are decisive.

If you want to realise your potential, you must be decisive and make the right decisions specific for you.

Your environment is continually expanding your options and possibilities—requiring you to make even more decisions. Change is pervasive in all parts of your life, from personal, home and family to work. Make no mistake: You cannot avoid that natural law.

In my past 30+ years of assisting individuals and business to succeed, several have hired me to help them in the decision-making process. They had become 'stuck.'

It was never my job to make decisions for them—rather, I asked critical questions to help them filter through the layers of information and make their own informed decision.

For those of you who have avoided or delayed making a decision, that in itself is a decision. I want to encourage everyone that no matter your situation, there is hope when it comes to making the right decisions.

So how do you make the right decision every time?

Clarify Your Values

First, you clarify your core behavioural or motivational values. Once you and/or your clients have done this work, you just know that you know that you know. There are way too many moving parts and possibilities to make situational decisions.

You then take those core values and filter all your decisions through them—both personal and professional.
There are several research studies that have proven that values clarification is critical to your success in life. Here are just a few benefits to this process:

• Knowing your values lowers your stress levels.
• It improves your resilience and grit.
• You become more objective.
• You are more open to receiving negative feedback.
• Student test scores and units completed go up.

And that is just for starters.

Clarifying your behavioural values is foundational to your success in life. Without doing this, you CANNOT achieve your potential, nor can your coaching clients.

CRG has a partner program for coaches and professional developers. One of our Licensed Associates was working with a client who was struggling to get the sales teams to move the needle. The sales managers did the typical dollar incentive plan for their teams, with few results. Our Associate was brought in as a consultant and coach to help them with these performance issues. The first step was to have the entire team complete CRG’s Values Preference Indicator to benchmark each individual’s motivational values and also confirm trends for the teams.

They quickly discovered that money was not a motivator for most of the team members; no wonder monetary incentives were not working! She then worked with the teams to create a customized incentive program reflective of what this team valued. The results were amazing, with a nearly 40% increase in team performance across the entire company.

To make the right decision every time, there can be no guessing what you might value or what is important. This needs to be done as baseline work.

**Be Prepared**

We have established that values are foundational, but the next step in making right decisions is getting ahead of any project in life with clear expectations, outcomes, results or conditions.

This goes back to the research about clarity. Know what you want from that business, provider, partner or relationship way before you go into it. You can then confirm that this is the correct decision or direction for you.

In today’s highly distracted ‘shiny object’ world, you have to protect yourself and your clients from getting caught up in the moment. There are so many potential opportunities. I have witnessed people get swept up in the excitement of the moment, then develop serious regrets about their decision—after they have given it more thought and consideration.

Here are some additional strategies to consider:

• This question will get you thinking about the decision-making process: If nothing changed in your life or business in the next five years, would that be okay? If you answered No, you have some decisions to make.
• Beyond values, you need to set up context and guidelines for your decision-making process. Predetermine your guidelines before the time arrives to make critical decisions.
• Prioritise what is most important and non-negotiable in your life or business. You can have only one Number 1 value, not 10 or 20—or as many as people in your life would like you to have.

As mentioned, to help you clarify and prioritise your top values, I suggest you complete CRG’s Values Preference Indicator. We have a process called the Values Matrix, in which you (or your client) will make over 300 decisions in just a few minutes, helping you and your clients prioritize your values. This single strategy will significantly reduce any doubt related to your decisions.

My top five values are: Independence, Challenge, Spirituality, Responsibility and Variety. I always use my values as benchmarks when making decisions.

A prime example of decision-making in business is that many owners often can’t decide whether to keep or release a mediocre staff member. With my simple decision-making framework, your options become straightforward and simple:

1. Ask yourself these questions:
   • *Is the person’s work performance acceptable?* ___ Yes ___ No
   • *If he or she were doing the job the same way a year from now, would that be okay?* ___ Yes ___ No

2. If you answered No to both questions, here is one more question:
   • *Can the person improve his or her performance?* ___ Yes ___ No

3. If you answered No, you are faced with a single choice:
   • *You must either replace the person or reduce your expectations and accept that individual as is.*
Opportunity and decisiveness meet the prepared mind. If you spend time in advance determining what you want in all areas of your life, your subsequent decision-making will reflect your predetermined path.

Another suggestion is that when you are faced with difficult decisions, project yourself into the future as if you have already made the decision. Pay attention to the way you feel and think as you imagine you have already made the decision. This is a far more powerful process than many people understand. Making the right decision means you must trust your intuition and feelings as much as the cognitive facts.

There is an exception to the rules I’ve outlined. You should delay making a decision when you are in distress. Your emotions can wreak havoc with your ability to think concisely.

A few years ago, a friend lost her husband to cancer. The time from his hospitalisation to his death was only 20 days. There was not much time to plan for the future.

My wife and I counselled our friend not to make any major decisions immediately after her husband’s death, but she did not heed our advice. She sold her home and moved—and did not enjoy her new place. That launched her into a cycle of ungrounded decisions. She sold and bought five homes in less than four years. In her frame of mind, understandably, she was not thinking clearly.

Finally, you will make the right decisions when you are confident about who you are and what you want. That means your self-worth levels will be high and you won’t need someone else’s approval to make a decision.

Take responsibility for your decisions.

The following assessments will provide additional guidelines so you and your clients can confidently make the right decision every time:

- Personal Style Indicator
- Self-Worth Inventory
- Stress Indication and Health Planner
- Values Preference Indicator

Be Confident

ACTION STEPS
How to Make the Right Decision Every Time

1. Yes, you can make the right decision (almost) every time!

2. Making the right decisions comes from being clear and prepared in all areas of your life. On a scale of 1 to 10, how clear are you in each of the areas of your life?

3. What areas can you spend time clarifying so your future decisions have context and guidelines?

4. You can learn from your previous decisions. What happened when your decision was not the right one? What specifically do you need to consider to keep that sort of mistake from happening in the future?

5. With so many options, it is important to make values-based decisions, not just opportunity-driven decisions.

   - What are your top non-negotiable values?
   - If you have not yet confirmed them, complete the Values Preference Indicator (VPI) to determine your top priorities.

As a reminder, having 10 Number 1 priorities does not work. Making the right decision always requires you to choose one thing over something else.

In the VPI, we get you to identify your top 7 values and ask you to rank-order them from 1 to 7.

6. In the end, only you can make decisions for you. Certainly, seek advice and feedback, but only you can make the final decision. Sometimes, individuals seek too much feedback and get confused in the process. If this is the case in your life, back off and quietly reflect on your own choices.

7. Right decisions require confidence in yourself and your choices. Use the following CRG resources to assist you in this process:

   a. Personal Style Indicator
   b. Stress Indication and Health Planner
   c. Self-Worth Inventory

8. Do not make a major decision if you are under distress and not thinking clearly, such as after the death of a family member or with another traumatic event. Take the time to recover. Then decide.

9. If you follow the above steps, you can experience the freedom that knowing that you know you made the right decision brings you.

Keep Living On Purpose!
Sculptoplastia
- The Art of Human Modelling
by Cristina Burcă (Romania)

She carves the human face by acting on three levels at once: Emotionally | Energetically | Aesthetically.

Iulia Avram (AI) - or the golden-hands sculptor - has been practicing medicine since she knows herself. Not in the classic way though, by conventional treatments, but by key questions and the masterpiece of the hands.

Otherwise said, Iulia acts firstly on the emotions and energy blocked in the tissues, and shapes afterwards the aesthetics through techniques that correct - at once - the physics, posture, walking and voice. Sounds miraculous? It might; hence our interest to know more about SculptoPlastia - this method to reshape the human face without a scalpel, designed and patented in Eastern Europe by Iulia Avram. A social entrepreneur, with an impressive baggage both in terms of studies - medicine, psychoanalysis, law, oriental integrative medicine (Buddhist, Taoist, Ayurvedic) - and the medical cases solved, including personal ones.

iCN: Iulia, you are from Moldova, country with multiple influences: Romanian, Russian, Ukrainian etc. What traits have you inherited from each of these cultures?

I had a magic childhood in a village in Moldova, where Ukrainians, Russians, Poles, Romanians and even Roma community lived together. These cultures were intertwined as a bunch of joy, friendship and understanding. I’ve been educated in the spirit of freedom and respect, without being imposed a particular tradition.

I took something from each culture, a fingerprint that has been preserved in me all my life, and that makes me feel good anywhere in the world, and integrate easily.

iCN: You settled down in Romania in 2012, more precisely in Bucharest, where you created the 3E Sculptoplastics centre. Throughout the years you have handled hundreds of cases, people in leadership roles in politics, business, media or arts; people who came to correct their physognomic traits, age traces or life challenges, and have gone completely reborn: by Posture, Walking, Voice, Self Trust, Self-Love and a completely different view of the Others. What’s the secret of these transformations?

Meeting with ourselves in front of the mirror would be the first step. Questions that trigger memories, awareness, and then acceptance. All these form the basic pillar on which transformation takes place.

It’s important that people are open to meet their authentic self and bring it back to life.

It’s important that people acknowledge their strengths, their personal qualities, but also accept their flaws, failures or dissatisfaction experienced. Because these are the main steps towards success, towards retrieving one’s self and shape it in the desired way.

In addition, together with the mirror self-meeting, doorstep walking (you’ll understand this point at the next question) and personal voice listening, people understand the emotions which govern them, and the importance of building an emotional immunity.

In other words, people get to understand how important is to acknowledge, accept and go through their emotions - particularly through fear - towards self-confidence and self-love.

As a symbol of this personal transformation, from inside to outside, I’ve found the current location of the Sculptoplastics 3E centre: right in the centre of Bucharest, in this interbelic area, where the old blends with the new, in harmony. Exactly what we do in sculptoplastia - we harmonise the being with all the traits acquired throughout life to bring forward the beauty and light we are all endowed with.
Sculptoplastia shapes the face and the soul, tames the features and illuminates us from within. To reproduce exactly what sculptoplastia means, here is a schematic overview of the levels on which SculptoPlastia works:

<table>
<thead>
<tr>
<th>EMOTIONAL Level</th>
<th>ENERGETICAL Level</th>
<th>AESTHETICAL Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. THE MIRROR</td>
<td>1. THE CONTOUR</td>
<td>1. THE CONTOUR</td>
</tr>
<tr>
<td>Connect with Yourself.</td>
<td>Creating the sculptural outline of the neck and face.</td>
<td>Creating the sculptural outline of the neck and face.</td>
</tr>
<tr>
<td>2. THE VOICE</td>
<td>2. CORRECTION</td>
<td>2. CORRECTION</td>
</tr>
<tr>
<td>Learn to hear yourself talking. What does your voice say about you and your self-confidence?</td>
<td>Working with pronounced asymmetries and excessive shapes.</td>
<td>Working with pronounced asymmetries and excessive shapes.</td>
</tr>
<tr>
<td>3. THE DOOR</td>
<td>3. MODELING</td>
<td>3. MODELING</td>
</tr>
<tr>
<td>Correct your posture and walking.</td>
<td>Adjusting the eyelids, the shape of lips and cheekbones.</td>
<td>Adjusting the eyelids, the shape of lips and cheekbones.</td>
</tr>
</tbody>
</table>

There’s no standard number of necessary sessions, as everything depends on the blockages accumulated over time, and also on the personal perception. There are people who experience radical aesthetical changes from the first session (provided that the emotional and energetical levels were understood and harmonised previously); other people need more sessions to make the desired changes. On average, we talk about 10 to 12 visits. Each case is individual, just as each of us is a distinct personality, and inner transformation is an accomplishment of the self.

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iCN: You have started a series of trainings to give further the Art of Human Modelling. Do you think each person has this ability to transform themselves and the others?

Sculptoplastia or Human Modelling is like an Art. It takes time to be cultivated, assimilated, and passed on. Any person willing to acquire it must be in harmony with themselves, see the world colourfully and observe the details of the emotional spectrum. Likewise, anyone who is truly willing to learn it, can successfully apply it both on themselves, as on the others. The secret lies in a drop of talent and a wealth of practice, experimentation and fine-tuning, including on the two levels sine qua non: emotional and energetical.

A model who recently crossed my doorstep told me: "Iulia, you woke me up, out of my illusions." Hence yes, I want firstly to achieve this: that we all live happily, in harmony with our authentic self.

In other words, I want to:
- Continue the series of Sculptoplastia trainings and workshops;
- Grow the Community of Professionals eager to carry on the Art of SculptoPlastia;
- Further develop this concept globally, along with those who have realised that the harmonisation of the three levels (Emotional, Energetical and Aesthetical) automatically brings success at all levels: self-confidence, authentic and prosperous relationships - personally and professionally - authentic Leadership style based on love and harmony as desired in the 21st Century (and is being promoted very well by John Hope Bryant in his book "Love Leadership The New Way to Lead in a Fear-based World").

iCN: How does your vision for SculptoPlastia look like on the long-run?

I want to spread this concept even more internationally. I want people to learn to rediscover their inner light and beauty, and to live with self-love and authenticity.

The tree of happiness is made of small daily joys. That’s how the whole Being harmonises itself emotionally, energetically and aesthetically.

Come out of the illusions or negativity and embrace yourself, your life and the whole creation of God, in harmony.

Let’s calm our minds and open our hearts when the soul wants to speak.

That’s how we bring the beauty of our look from the inside, and keep it forever.

iCN: What recommendations would you give to iCN magazine readers, to integrate the 3 levels of the Being day by day: Emotional, Energetical, Aesthetical?

I’d recommend people to look at themselves more, to see their qualities, rediscover their inner smile, and give colour to life through their daily joys.

Where can Iulia Avram be found?
Website: https://www.sculptoplastics.com/
Facebook: https://www.facebook.com/Sculptoplastica
Book 'Sculptoplastia. The Art of modelling the Human being', 2016, by Iulia Avram (original in Romanian; translation in English, French and Russian).
Being Authentic
by Sheron Silvera (UK)

I want to share with you my thoughts on being Authentic.

I have had some challenging experiences in my life which has led me to my path to become a Mindset and Transformation Coach. Supporting Aspiring Entrepreneurs find their Purpose and step into the lifestyle they were meant to live.

Authenticity is the opposite of shame. It reveals our humanity and allows us to connect with others. Shame creates most of all co-dependency symptoms, including hiding who we are, sacrificing our needs, and saying yes when we rather not - all to be accepted by someone else. It warps our communication and damages our relationships so that we control, patronise, criticise, blame, deny, withdraw, attack, and make empty promises to keep a relationship and reassure ourselves we’re okay even when we don’t believe it.

Hiding Who You Are
For most of us, our self-doubt and hiding has been going on so long that by adulthood, we’ve lost touch with who we truly are. We’ve grown accustomed to behaving in certain predictable roles that worked in our more or less troubled families, in school, and in our work. In the process, we sacrifice a degree of freedom, spontaneity, vulnerability, and parts of ourselves. When we marry, for most of us, our personality contracts further into the role of husband or wife, father or mother, and what is acceptable to maintain the marriage.

Authenticity Requires Courage
Authenticity and intimacy require courage. Each move we make toward authenticity risks exposure, criticism, and rejection, but paradoxically, risking vulnerability makes us safer, and our defences weaken us. Healing our shame, building self-esteem, autonomy, and our ability to be assertive and set boundaries can make us feel more secure.

When we’re authentic, it invites our partner to do the same. It keeps love alive, and we’re more likely to get our emotional needs met. We not only feel stronger when we are honest, it begins to heal our shame. It also avoids the myriad of defences and the misunderstandings and conflicts that they create.

How to Be Authentic
Sharing our vulnerability with others requires courage twice. First, we must be honest with ourselves and be able to feel our emotions and identify our needs. Some of us have become numb to our feelings and are clueless about our needs if they were shamed childhood. When one is feeling unacceptable, they all more or less shrivel. As a consequence, we start to shut down our aliveness. When we don’t acknowledge our needs, they won’t get met.

Identify Your Feelings and Needs
The first step is being able to name what we feel and need in order to communicate effectively. People often say that something made them upset. I have no idea whether they were angry, worried, or hurt. Emotions can be confusing. For example, often hurt masquerades as anger, resentment camouflages guilt, rage conceals shame, and sadness covers anger.

A key symptom of co-dependency is denial, including denial of feelings and needs (especially emotional needs). Being authentic with our rage that’s really a defence for shame damages our relationships and pushes others way - usually the opposite of what we really want. Similarly, if, like many co-dependents, we believe we should be self-sufficient, we might not honour and ask for our needs for closeness or support.

As a result, we end up feeling lonely and resentful. Journaling is a great way to decipher our true feelings.

Honour Your Feelings and Needs
We must be able not only to acknowledge, but also honour our feelings and needs if we’re going to risk exposing them to others. Growing up in a dysfunctional family, many co-dependents have internalised shame, and judge their feelings and needs, like pride or anger and affection or intimacy. We’re also unaware of the shame that conceals and derides them. Working with a skilled therapist will help you be able to feel again and accept your needs without self-judgment. (taming your inner critic is an essential step in self-acceptance.

Improve Your Self-Esteem and Boundaries
It takes courage again to take the ultimate risk of sharing what we feel and need. Without self-esteem and boundaries, we take things personally and collapse into shame. Our prickly defences immediately get triggered and destroy the emotional safety we’re trying to create. On the other hand, we derive courage from risk-taking. Taking the leap to be vulnerable builds self-esteem and empowers us. With greater self-esteem and connection to ourselves, our boundaries improve. Flexible boundaries also enable us to discern when, where, how, and with whom we’re vulnerable. We’re aware that we’re separate from others and are able to allow their reactions.

Learn to Be Assertive
There are constructive and destructive ways to communicate our vulnerability. Most of us lack those role models from our families where communication is learned. Developing assertiveness skills not only builds self-esteem, but enables us to communicate in effective ways that promote connection. This is especially important when we want to share “negative” feelings about things we dislike or don’t want. Additionally, when we’re able to set limits and say ‘No,’ we are more generous when they say it to us.

Nurture Yourself
We can’t control other people’s reaction, so we also must know that we can nurture and sustain ourselves. This increases our autonomy. Most co-dependents don’t have good parental models of nurturing. Having supportive relationships and the ability to comfort ourselves make us less co-dependent on others.

The good news is, the way you think of yourself is only a premise... It’s simply an idea in your mind that you have built your entire personality on. And you can change that idea any time you want.”

ABOUT SHERON SILVERA
Mindset and Transformation Strategist, Sheron has many years of experience working in health and social care and holds a postgraduate degree in Social Sciences. Sheron has a City and Guilds in Complimentary Therapies, Anatomy and Physiology, Massage Therapy, Reflexology and a Diploma in Health and Nutrition. To add to her achievements she recently completed a Pranic Healing Course Level 1 and a Life Coaching Certification NLP Advanced Level. As a Mindset and Transformation Strategist Sheron asserts that making a difference begins with you. Sheron will support you in understanding and removing what is in the way of your desires and will challenge you to say “no” to going through the motions of life and enthusiastically say “yes” to the miracles that are available to you. Sheron begins by taking an overview of your life and identifying areas that need action and/or attention. Assisting you in establishing clear, concrete, measurable goals and support you in connecting to your own inner wisdom. There is nothing you cannot shift. You are capable of so much more than you know or are currently creating. Sheron is also a author of two books Emotional Self Mastery (ebook) and Strength of a Woman (Anthology)
Future Proof Leadership
For Your Company to Thrive,
Your People Must Thrive
by Corry Robertson (Canada)

Why do you need to think about Future Proof Leadership?

According to Gallup, 84% of Canadian workers are either not engaged or actively disengaged. The Business Development Bank of Canada is warning that Canada is experiencing a labour shortage that will likely last a decade. Companies that can’t attract a workforce or engage employees will face stagnation or demise.

Leaders need to know how to build a workplace culture that will set their companies apart as an employer of choice. This report will reveal how.

Employee Engagement
Not an Issue for You? Think again.

‘What is your focus for today’s call?’ I asked David my client of several weeks. David is an employee in the accounting department of a printing company employing almost 200 people. I was hired to coach several members of this organisation, some of whom were HIPOs which is short for high potential employees. Then there were the employees like David. David was in the group that was on individual performance improvement plans.

To my opening question, he responded: ‘I don’t know. I haven’t given it any thought. Sorry.’ The ‘sorry’ did not sound apologetic at all, but dismissive.

‘What would make this conversation a really productive use of your time?’ I asked

‘I don’t know. What would you suggest?’ David replied as though lobbing the ball back into my court.

Not a coach to allow my clients to get me to do their work for them I reminded David that: ‘A coaching conversation isn’t about me telling you what you should focus on. My job is to help you figure out where you want to go and how you want to get there.’ Then I tried again ‘If you could walk away with one golden nugget to make this a productive call for you, what would that look like to you?’

‘I really don’t know.’ David’s short tone and lack of energy said more than his actual words.

Giving an inch I asked: ‘How does this sound? Would it be helpful if you talk me through how you are doing with a goal of your performance plan?’
There was a long silence on the line as I gave David the time he needed to gather his thoughts and formulate his response.

‘This conversation is confidential right?’ his voice was slow and heavy.

‘Yes it is.’ I assured.

‘I am just not interested in coming in here every day and be expected to work my butt off so Mr. Big Boss Man up there can get rich. Why should he pull up in a Lexus when I drive a beat up old Ford? Sorry but it makes me feel sick. I come in at 9 to do my job until 5, get paid and go home. No more. No less. That’s it, that’s all. You may think I’m a jerk but that’s just how I am. Sorry.’

This conversation, fictionalised enough to maintain the privacy of all involved, is important because it demonstrates the symptoms known as ‘quit but stayed’. David is a chronic under-performer who, while physically present at work, is contributing the bare minimum of effort to avoid being let go. He is disengaged and he is not a rare breed in Canada. Actually, he is just like most Canadian employees.

If you are thinking ‘if any of my employees are like David, then I am happy to show them the door’ you are not alone. I have heard that opinion from many business owners. Letting employees go with the expectation that someone better will fill their seat is no longer realistic.

The Business Development Bank of Canada is advising that ‘Canada’s small and mid-sized companies find ways to adapt to a ‘new normal’ of worker shortages that will likely persist for a decade’ Pierre Cleroux, Chief Economist for the Business Development Bank of Canada.

Mr. Cleroux says that ‘A lot of people think this is only temporary, unfortunately this is not the case and it’s important to understand that, because they have to change the way they manage their human resources.’

And he urges a new mindset for company leaders:

‘If you think this is temporary, you will take temporary measures — which is the wrong way to approach this issue.’

Letting the under-performers go is a temporary measure that will lead to long-term consequences. Every business depends on recruiting and retaining top talent if it’s going to thrive and grow because no matter how great the product or service is, if the company does not have the workforce it needs to fill orders, serve clients, and sustain growth the great company will stagnate, whither or worse.

Building a culture that leads to employee engagement is a long term solution. You may think that employees like David are few and far between at your company. If that is so, you would be one of the rare employers in Canada with a well engaged workforce.

Through its research, Gallup confirms that workers like David are the norm and not the exception.

Gallup found that 87 percent of workers worldwide are either not engaged or actively disengaged (70 percent in the US, 83 percent in the U.K. and 84 percent in Canada).

Engagement is the result companies achieved when they stimulate employee’s enthusiasm for their work and direct it towards organizational success. (The Hay Group)

There are three zones of engagement that leaders must be able to identify:

- Engaged employees feel connected to their work, colleagues, and the company’s leaders. Their energy is positive and inspires everyone in their wake. The engaged do everything in their power to propel the organisation towards growth and success. They are your HIPO’s.

- Disengaged employees have ‘quit and stayed.’ They put in the time, but no discretionary effort, energy or enthusiasm. They do the minimum they need to do to avoid being let go, but nothing more. This level of disengagement can be hard to spot because these employees are like sleepwalkers who appear to be awake but their spirits are sound asleep. Managers can’t call them out on bad behaviour because they are not overtly breaking rules or screwing up.

- Actively disengaged employees are chronically unhappy and frustrated at work. We say ‘actively’ disengaged because they are active in negative ways. These are the ones who undermine, intentionally or not, the progress of others and drag down the entire workplace atmosphere to their level. It becomes easy for others who are disengaged to be negatively influenced by these folks, and difficult for the engaged workers to constantly compensate for their underperformance and toxic energy. The damage they do to an organisation is more insidious because you can’t really put your finger on the problem or its source so it is hard to correct. Like an invisible, odourless toxic substance that slowly seeps its way into the from person to person, rendering themselves and those around them to be burdens to the organisation. They do as much damage as would a flu epidemic that sent everyone home to bed for an indefinite period of time.

I have never met a business owner who did not expect employees to be engaged, who was not baffled by the attitude of the disengaged and resentful of the actively disengaged.

My vantage point as the coach allows me to see that the boss blames the disengaged and the disengaged, like David, blame the boss.

Where does the journey to improved employee engagement begin? The first step is to ask yourself some powerful questions:

- How many of my employees are driving my company forward?
- How many are a stagnant force?
- How many are harming my business through active disengagement?
- What am I going to do to correct this situation?

**Why Work Is Not Working**

As discussed in part 1, Canadian employers are facing a labour shortage and Gallup found that 87 percent of workers worldwide are either not engaged or actively disengaged (70 percent in the US, 83 percent in the U.K. and 84 percent in Canada).

The good news is that improving the employee engagement statistics at your company will not involve money. Really. Put your cheque book away because raises, bonuses, privileges and material incentives will not improve employee engagement.
This solution will however require that you do some soul searching, some communicating and maybe even make some personal and organizational changes. One major reason why work is not working is because many of those disengaged Canadians could lack a sense of purpose.

Like Aaron Hurst said, The Purpose Economy, you will not find your purpose by meditating on a mountain top!

Your purpose is the reason why you do something yet many have bought into the belief that ‘purpose’ means a quest to satisfy an insatiable hunger for money and status. Common logic dictates that workers are intrinsically driven to achieve a high level of income and status that, once achieved make them feel successful. Then, that feeling of success will fuel higher and higher levels of engagement. In service to this notion, employers generously allocated massive incentives that include raises, bonus, prizes, gorgeous offices, expensive privileges and promotions that come with impressive titles. Most employers have noticed that the positive effect that these have on engagement is short lived. Rewarding with money and status actually buys into the perpetual downward spiral of disengagement, underperformance or worse, and even failing companies.

To quiet the demands for more money, better benefits or improved working conditions you must deliver on the following requirements:

- Fair pay and reasonable benefits according to industry and geographical standards.
- Fair, safe and reasonably comfortable working conditions that respect the physical, emotional and mental health of the entire workforce.

Once the employees know that those criteria are securely in place, the demands for more money and better conditions come off the table but these do not establish a sense of purpose and they do not ignite engagement.

If money and status don’t ignite a sense of purpose, what does?

- To feel a positive sense of connection to each other throughout the ranks.
- To know their work contributes to the goals or the organisation.
- To be a part of the greater good that their company is in service to.
- To feel challenged, to be learning, to be growing, to be getting better, smarter, and/or stronger.

In turn, this satisfied sense of purpose leads to engagement which leads to business success which leads to money and status. The exquisite beauty of this concept is that there are no losers. Everyone benefits which means compound gain for employees and employers alike!

**Leaders, lead the way!**

Is it worth it to you to embark on the journey of igniting engagement or should you accept the principle that most of the success of your company is driven by a mere handful of people? Other research reported from Gallup may help you decide. Organisations with high employee engagement experience:

- 25 percent to 65 percent lower turnover
- 22 percent higher profitability
- 21 percent higher productivity
- 10 percent higher customer engagement

The benefits of high engagement have been reported for several years. For example, research published by Blessing White in 2011 revealed that high engagement companies had total shareholder returns that were 19% higher than average while the low engagement firms fell 44% below average. That is a difference of 63%. (The 2011 Employee Engagement Report published by Blessing White Inc., Princeton NJ)

Business leaders can sometimes overlook the possibility that the level of employee engagement reflects their own and that employees already have that sense of purpose as outlined above.

Here are some executive coaching questions to help you figure out whether or not they do.

**Level one**

- Why does your company exist?
- What need does the company serve in society?
- What kind of a workforce do you need to achieve your company’s purpose?
- Who do you need to be as a person to lead that workforce?

**Level Two**

- Are their responses in alignment with yours?
- What do you need to do as a person to lead that workforce?
- What attitudes, behaviours and words do you need to use to be that leader?

**Level Three**

- The Hornet Nest and Change Leadership

As with all of the stories that I share, I fictionalize them enough to conceal the identities of the companies, leaders and their employees. Here is one of those stories.

Jack described his not-for-profit organization to me with pride. He had been at that branch for a year and had come to know the employees as well educated, dedicated people. Despite this, a debilitating problem undermined the workplace. The employees could not do their jobs effectively and so their cause was negatively affected.

‘Corry, there are days when there are so many complaints coming through my office that I swear, I don’t get any work done!’ Jack said, then he went on, parroting some common things he hears ‘Jack! You have to do something about her! I can’t work like this!’ and ‘Jack, got a minute? I have to talk to you about what he just said to me!’ His voice revealing that after only a year in his role, he was totally fed up.

Jack’s assessment was that many years of misunderstandings, day to day conflict, and personality clashes had accumulated to the point where people disliked and distrusted each other so much that they now refused to collaborate, even with their own team members.
Those familiar with the terrain developing a subconscious knowledge of where the danger lurks. It’s not always something that can directly be pointed out, just an instinct for whom to avoid, where to tread lightly. There’s an ever-present hum to which many have turned a deaf ear. The constant buzzing is ignored with the hope that it will eventually go away on its own. Yet the nest grows, it is always ready to swarm and always does when it is disturbed.

Jack and I designed a series of coaching workshops to bring everyone together on a regular basis so that they could co-create a better culture of their own making.

From the beginning of the mandate resistance was strong, especially from the most frequent complainers. I fielded complaints from the participants about the ice breaker activities, the dialogue exercises, and the workshop format.

‘I’m sorry Corry’ Jack said to me the morning after the third workshop and yet another round of complaints from the usual suspects. ‘I have to pull the plug on this project. I can’t force them to participate and they are refusing to come back. If I don’t have all of them in the room, then it defeats the purpose of co-creating a better culture.’ He looked at me, his anger and frustration now at a tipping point ‘but believe me, no more Mr. Nice Guy. I tried the nice way and it didn’t work. Now I lay down the law and they are not going to like it. They are going to grow up or get out.’

As the weeks have passed after that conversation, I reflected on the program to figure out if we could have done things differently to complete the project with the desired outcome.

What I came to understand was that their nest was threatened. Jack and I were asking people to take part in building something better which meant they had to let go of a past that they were passionate about despising. They would have had to let go of hurts and angers that had become a part of their very identity. By letting go of their way of being, they in some way, were betraying something that was true for them.

One of the hardest things for change leaders like Jack is to endure what inevitably feels like being attacked by a storm of angry and unrelenting hornets whose nest is being attacked. Here are a few paradoxical truths that change leaders must be aware of.

The Problem

• People want to be heard, but not feel vulnerable.
• People want their situation to improve, but they resist change.
• People want help, but can feel threatened by it.
• People want to be understood, but don’t always trust others with their truth.
• People will listen, but often only hear what they already believe.
• People can fight so hard to resist change that they harm themselves in the process.

I commend Jack and all the leaders like him who take on the nest. I honour the people who are suffering but afraid to change. Leaders must approach change with confidence and purpose, undaunted by the fear of upsetting the hornet nest. They must stay the course until the inevitable fury has calmed, which it will.

Have you ever met a business leader who did not want their company to achieve its full potential? One thing that most companies have in common is that leaders want to maximise performance. Another thing that many companies share is low employee engagement.

The Solution

Building a coaching culture is the solution for leading an engaged and performing workforce because culture is at the very root of an organisation’s ability to thrive.

The notion that a healthy company culture is essential to organisational success is not new. For example, Peter Drucker, who invented ‘management by objectives’ and has been described as the founder of modern management, is also noteworthy for his belief that ‘culture eats strategy for breakfast’.

More recently, author and management consultant, Pat Lencioni, states in his book, The Advantage, that there are two requirements for business success:

• Be Smart: about strategy, marketing, finance and technology
• Be Healthy: minimal politics, minimal confusion, high morale, high productivity, low turnover (The Advantage)

Part of that lack of engagement is due to poor leadership. You may have heard the saying that people don’t leave their companies or even their jobs. They leave their managers. It is important to realise that most people disengage from their work long before they leave the company.

• Up to 40% of a company’s performance is negatively impacted by a poor leader.
• Poor leadership can cost 7% of annual revenue.
• That’s over a million dollars a year for any organisation with $15 million dollars in annual sales. (Ken Blanchard)

The Path to Performance and the Case for Coaching Culture

Already presented in this series, these stats are worthy of repetition. There is a labour shortage in Canada which demands that leaders do more to attract and retain talent. Through its research, Gallup found that 87 percent of workers worldwide and 84 percent of employees in Canada (70 percent in the US, 83 percent in the U.K.) are either not engaged or actively disengaged. That means only 16 percent of Canadian workers are driving their organisations forward.

Why is there such a ravine between what leaders are trying to achieve and how the workforce is responding?

First things first, salaries and benefits must be fair and work conditions must be safe and conducive to productivity. Once those two things are indisputable facts at your company, then you move on to engagement.
Most business leaders are smart enough to be successful, but what most lack is knowledge about cultural health. Lencioni explains that organisational health is about making a company function effectively by building a cohesive leadership team.

**Culture is the way in which we get work done, but often times there is a dysfunction inhibiting success.**

- Lencioni

### How do we do it?

How do we build that healthy, engaged culture? Good question, and here is my solution. Build a coaching culture:

- Coaching is a process that inspires people to maximise their personal and professional potential.

- A coaching culture is where leaders embrace coaching as a management style throughout the organisation.

Put another way, coaching has applied leadership theory so the case for building a coaching culture to unlock potential and activate performance is compelling.

With the permission of The International Coach Federation and The Human Capital Institute, I am now going to share some findings from their 2016 research report, entitled, Building a Coaching Culture with Managers and Leaders.

### Coaching Culture Defined

Let’s first take a look at how a coaching culture is defined in the research.

- Employees value coaching
- Senior executives value coaching
- Leaders spend more time on coaching activities than industry peers
- Leaders have received accredited coach-specific training
- Coaching is a line item in the budget
- All employees have an equal opportunity to receive coaching from a professional coach

### The Impact of Coaching

- 57% reported that coaching improved team function
- 56% reported increased engagement
- 51% reported increased productivity
- 45% reported improved employee relations
- 36% reported improved leadership development

A strong coaching culture is correlated with higher engagement and stronger financial performance. In a strong coaching culture, 62 percent of employees rated themselves as highly engaged while in other cultures only 50 percent rated themselves as such.

Answering the question ‘How would you describe your organisations revenue growth in 2015 in relation to your industry’s peer group, those with a strong coaching culture reported that they are 51 percent above their peers. 47 percent said they are on par with their peers and 2 percent said they are below their peers.

From my own research, managers using coaching as a leadership style report overwhelmingly that it is important and relevant to their personal success and that of the organisation so they intend to use it for themselves and to recommend

### How to do it.

64 percent of strong coaching cultures use a mix of these three modalities:

- **External Coach Practitioner:** a professional coach in private practice who is hired by the firm on a contract basis.
- **Internal Coach Practitioner:** a professional coach who is employed by the firm and has specific coach responsibility defined in the job description.
- **Leaders use coaching skills as a management style:** Leaders have received accredited coach training and use the coach approach as a leadership style.

The secret to leading a high performing and engaged workforce is not hidden deep in the woods. Coaching culture is the bridge for leaders to cross if they want to transform their organisations’ potential and achieve high performance.

The statistics are used with the permission of the report’s author, Jenna N. Filipkowski Ph.D.

### The Portal to Success

**The Mastermind**

The concept of ‘the mastermind alliance’ was formally introduced by Napoleon Hill in his timeless classic, ‘Think and Grow Rich’ published in 1937. He described a mastermind group as:

‘A friendly alliance with one or more persons who will encourage each other to follow through with both plan and purpose.’

Hill firmly believed that belonging to such a group was a way of taking your personal and professional life to the next level. Although Hill popularized the concept, many believe he drew his inspiration from his mentor, Andrew Carnegie. Carnegie was the founder of a Chicago group of business people known as the Big 6. The members included William Wrigley Jr. of Wrigley’s chewing gum, as well as John D. Hertz and William Ritchie, who owned The Yellow Cab Company.
Going back even further in time, Benjamin Franklin formed a club for mutual improvement called Junto in 1727. Franklin brought this group of friends together to provide a structured form of mutual improvement. The members were drawn from diverse occupations and backgrounds, but they all shared a spirit of inquiry and a desire to improve themselves and their community.

**Executive Coaching**

Executive coaching is a powerful approach to self-improvement that is both art and science. A masterful coach forms a partnership with her clients to create a unique space for discussions that involves active listening, thorough inquiry and honest feedback.

Clients are guided through a self-discovery process that helps them to gain access to their greatest potential for transformation, sustainable personal growth and accelerated achievement. This same approach and its extraordinary results are then integrated into workplace performance with renewed leadership.

Research conducted by The International Coach Federation and the Human Capital Institute in 2016 determined that coaching leads to improved team functioning, increased engagement, greater productivity, improved employee relations, and faster leadership development. The same report indicates that coaching also helps to improve the financial performance of companies.

**The Executive Suite Mastermind**

This unique club takes the President’s Roundtable to a whole new level to help you to accelerate your company’s achievements and success. It’s a catalyst like no other!

The Executive Suite Mastermind incorporates the best of executive coaching and mastermind strategies that I’ve honed over the past many years.

Each roundtable group consists of a small group of executives who meet up to 12 times annually within three distinct meeting formats.

To support self-discovery, the first format is for all new members. They are invited to complete the Lumina Spark Psychometric Assessment and to attend a group debriefing session.

This session will show you how to interpret your report and gain interesting insights about your character strengths and potential blind spots.

The second format brings the small group together 9 times per year. A professional facilitator guides the conversation during these sessions through our uniquely structured process incorporating the best of mastermind and executive coaching strategies.

Although this signature process is deceptively simple, it helps members to explore and leverage each other’s knowledge, wisdom, experience and strengths. The result? An unprecedented opportunity to tap into resources to accelerate high-level achievement.

The third meeting format is an open house event that takes place twice a year. This is where all of the club members are invited to take part in a high-level professional development and networking opportunity. These are the only two events of the year where non-members are invited to join us so that they can assess if this club is for them.

**What makes us so powerful?**

Our club brings together members from a broad spectrum of industries, company sizes and generations. We believe that today’s leaders want to invigorate their capacity for innovation in all realms of business management so we offer the space to cross-pollinate ideas with people who have much in common with you yet may also be quite different. The club offers the opportunity to look at situations from a fresh perspective but calling upon years of varied experience.

**Future Proof Leadership Executive Scorecard**

For your company to thrive, your people must thrive!

1. Client loyalty correlates directly with employee engagement and client attrition correlates directly with employee turnover.
   - □ A. YES! For my company to thrive, my people must thrive.
   - □ B. I have heard that but don’t know much about it.
   - □ C. Anyone who does not want to put in a little effort can go find somewhere else to work.

2. A strong and healthy culture ensures that the right things get done the right way. This is how our business grows and thrives.
   - □ A. Of course! Culture eats strategy for breakfast!
   - □ B. We just put a ping pong table and a game console in the break room so I think we are doing a pretty darn good job!
   - □ C. As long as we meet sales targets, nothing else matters.

3. I have implemented a culture strategy that provides my workforce with common values, leadership skills, knowledge and interpersonal behaviours that lead to a thriving workplace.
   - □ A. YES!
   - □ B. Things get done one way or another.
   - □ C. What’s a culture strategy?

4. Being ‘employer of choice’ in my industry is important so that we attract, retain and engage the talent we need to grow.
   - □ A. Yes! We work to build our employer brand.
   - □ B. Sales and marketing to get clients are more important than recruiting and engaging employees.
   - □ C. People should be happy just to have a job.

5. I know that people don’t leave their jobs, they leave their manager and when this happens it costs me a fortune.
   - □ A. Fair pay and benefits as well as good working conditions are important so we make sure we are on top of our game. From there, we focus on empowering our managers so they have the leadership capacity they need to build great teams.
   - □ B. We could do a better job at this but I don’t always have the time I would like to focus more on this area.
   - □ C. People will jump ship for a dime these days.

6. My leaders and I invest in coach specific skills training.
   - □ A. Yes, Coaching as a leadership style is our preferred approach.
   - □ B. I have never taken a coaching course because coaching just comes naturally to me.
   - □ C. I’m not interested in all that touchy-feely, soft stuff.

7. We leverage the unique styles and strengths of our employees through consistent use of cutting edge psychometric tools.

If you think a seat at this table is for you, please follow this link for access to more information: www.CorryRobertson.com/retreats/ or book a consultation with me. See my real-time availability here and reserve time with me: www.TalkWithCorry.com
□ A. Yes, psychometric tools are an objective way to build on strengths, boost confidence and discover hidden talents in people.
□ B. I read people really well so instead of personality tests, I use my common sense to evaluate strengths and weaknesses.
□ C. Who are you calling a psycho?
8. I constantly work on my own leadership attributes and skills with the support of my executive coach.
□ A. YES! I learn and gain new insights all the time, plus, my coach is great for sound boarding ideas and even venting sometimes!
□ B. I read up on leadership and talk to my partner when I need to.
□ C. Can’t teach an old dog new tricks. I’m just fine the way I am, thank you very much.
9. I walk the talk. I am perceived as the number one champion of the culture that I am building.
□ A. Yes, leadership starts with me. If I don’t set the example, how can I expect anyone else to bring their A game everyday.
□ B. I’m sure my employees know I mean well.
□ C. I was voted MVP by my hockey team in college, is that what you mean?
10. I belong to a President’s club where I can talk things through with my peers. This is a great source of fresh ideas and support
□ A. YES! We meet regularly and it’s always worth my investment.
□ B. I call our management team together for brainstorming sessions from time to time.
□ C. I prefer to rely on myself.

POINTS SYSTEM

Give yourself:
2 points for every A
1 point for every B
0 points for every C

16 to 20 Points
Well done! You are a rare visionary who is someone for us all to look up to! I admire you for your commitment to the vitality of your company by investing in the vitality of your workforce. Your company is surely a great place to work, populated by top talent and your clients are most likely raving fans who are unwaveringly loyal to you.

12 to 15 points
You are clearly on the road to success with a bit of fine tuning yet to do. It is important that you continue to crystallise your vision into a strategy and build your thriving workforce from a solid foundation.

11 points or less
I would put money on the fact that you are successful in many areas of your life and career. The fact that you have taken this quiz shows that you are looking for ways and means to achieve your next level of potential both personally and professionally. This is the mark of a true leader destined for ongoing success at work and in life!

Future Proof Leader Checklist

□ We lead from a solid foundation of values that are clearly aligned to our company values and personal behaviours.
□ Our leaders invest time in their own professional development.
□ Our leaders are inspired by the motto that ‘when you know better you do better’ so they are continually working on their self awareness and improvement.
□ As leaders at this company, we ask ourselves “Who do I need to be as a leader to build the workforce I need to achieve this company’s goals?”.
□ We know that culture starts from the top so we hold ourselves accountable to demonstrating the behaviour that we ask of our employees.
□ Executives and managers participate in monthly leadership development courses.
□ Private, executive coaching with an external coach is encouraged for each member of the leadership team.
□ Internal coaching is available to all employees from a person who is not their manager.
□ We work only with accredited coaches and coach training programs.
□ Our people know that they are paid fairly based on industry average.
□ Working conditions are safe, comfortable and conducive to productivity.
□ We know that engagement comes from:
  □ doing work that has a sense of purpose and meaning.
  □ having a positive connection to the company, the leaders and co-workers.
  □ working in service to something greater than ourselves.
  □ feeling a sense of personal growth and meaningful challenge.
□ Our purpose, mission and vision are clearly well communicated through the ranks so that each team member knows how his and her contributions impact company success.
□ Our managers know how to lead through the stages of team development: forming, storming, norming, performing and adjourning.
Our teams have clear charters for values and behaviours and our employees are trained to live up to them.

Scope of authority and how to use it is clear to everyone throughout the ranks.

We have a common goal setting methodology that aligns to our purpose on an individual, team and company level.

We know how to delegate and strike the right balance between supportive and directive leadership styles.

We know how to give constructive feedback in a way that builds confidence and capacity.

We know how to be alert to the performance management issues of each of our direct reports, beyond the annual review.

Our entire company is aligned around the Eisenhower Matrix so everyone here knows what is important & urgent and what is not.

We know the difference between project management and change management and we consistently use a reliable change management methodology.

Our professional development program includes conflict management.

Emotions are a part of life so we all work hard on our emotional intelligence.

We address toxic or abusive behaviour directly, be it by top performers, executives, suppliers or clients.

We know that listening is the most important communication skill and are trained to do this well.

We know that trust is the foundation of effective communication so we work on building a culture of trust.

We have an effective methodology for making the most of meetings, e-mail and voice mail.

I invite you to schedule a time to talk through any questions you may have about how to build a thriving, future proof, culture. Bring a few issues to the call and I will share my best coaching tips with you.

To book a call with me, see my real-time availability here: www.TalkWithCory.com

You are now subscribed to receive my announcements, blog updates and event invitations. My commitment is to share meaningful and inspirational leadership knowledge that you can use and share every day. An easy and no hassle ‘unsubscribe’ link will always be included.

I hope this is the beginning of a new era for you and I hope that I become a trusted member of your success team.

All the best for a great day and always remember that for your company to thrive, your people must thrive!
It’s self-evident: she will do everything in her power to prevent the man from abandoning her: humiliate herself, accept injustices, ignore disrespectful behaviour, beg for love. Absolutely anything is better than being abandoned. That experience was far too painful.

**So, how do we dissipate that spiderweb?**

This is where NLP, or Neuro-Linguistic Programming, comes in. With this effective technique, a coach guide you to visit that traumatic moment of your life and analyse the veracity of the thoughts that accompanied it. Once you discover those thoughts were a big lie, they start to crumble.

In Pauline’s case, together we analysed those thoughts and she became conscious of their falsehood: of course it was a lie that ‘it was the end’, that ‘there was no one there to help her’, that she ‘could die and nobody would give a damn’.

The truth is that anyone could have helped her. The truth is that it was not the end of anything. The truth is that she was not going to die and many people loved her deeply, including her mother. The truth is that her mother had not abandoned her. The truth is that there was no need to panic! What was needed was to stay calm and simply ask for help.

When she became conscious of the truth, I guided her to relive this old memory, but this time fully aware of the truth. This allowed her to create completely new feelings associated with that memory. In truth, we created a new memory to replace the old one. The result? the spiderweb dissipated instantaneously.

The Bible expressed it like this thousands of years ago: ‘You will know the truth; and the truth will set you free’.

The next time that Pauline confronted the possibility of abandonment, it was no longer an emotional trigger for her. Her subconscious whispered: ‘It’s not what you think. You are safe. And you are deeply loved’.

I believe it is high time for you to do a profound spring cleaning of your subconscious mind and get rid of those spider webs!
Our thoughts create our feelings. There is always a thought preceding a feeling. However, many times we work on autopilot and don’t notice what we have thought before the feeling ‘kicks in’. We notice only that we feel scared, excited, enthusiastic, loved etc. Feelings are used to fuel our motivation (or demotivation) and that is leading to an action or inaction. And we start having thoughts based on seeing the results (action), and the circle carries on.

Nancy Kline mentioned in her book ‘Time to Think’ that for thinking clearly we have to feel our feelings. When you can feel that you are getting emotional and you can feel that the emotions are taking over, observe what is happening in your body. If you need to cry, let it out. It is a great stress release such as laughing. Remember, sometimes we all need to let the steam out.

During these ‘steam-out periods’ our mind operates on autopilot. Runs a program, it has always run when faced with a similar situation. So, does this mean that once we learnt how to behave in certain circumstances we can’t change it? Am I stuck with the program for the rest of my life, even though it doesn’t serve me?

Of course not! Just like you can overwrite any computer program, you can overwrite an old behaviour. Our brain is amazing, and it definitely can learn new things, new behaviours. We can teach a new trick to an old dog, so to say. In neuroscience, this quality of our brain is called neuro-plasticity.

During these waves of emotions bring your focus back to your physical body. Take a couple of deep breaths. Breathe into your tummy. Breathe in through your nose for the count of 5. Hold your breath for 3s and breathe out for the count of 5. Repeat this at least 2-3 times (or as many times as you feel it necessary).

Once your mind calmed down a little bit, ask yourself questions about the sensations in different parts of your body:

What does my arm feel like? What do I feel in my tummy? ...

If you want to challenge yourself and you are curious about what triggered the feeling, ask yourself:

‘What did I think before I felt this way?’

Be honest with yourself. When you find the thought, don’t judge it. Instead look at it through the eyes of a child who has just started exploring the world around themselves. Look at it with curiosity. You might want to ask questions such as:

Is this thought still true? What am I assuming that makes me think this way? What would I do if the opposite of this thought was true?

Our feelings are part of us. And not just those pleasant ones but also the ones we experience as unpleasant. These feelings aren’t there to sabotage us and make our life harder. Please remember, they were created with a good intention by our subconscious mind to protect us from something. Many times, we forget the reason why we had created them in the first place.

However, as time is passing by, we grow, and we look at things differently. Though the ‘defence program’ is still there in our subconscious mind. We are meant to do great things. Once we understand ourselves, we can understand the world around us and see the change we want to see there.

What is the change you want to see in the world? Can you see that change in your world? Don’t wait until the circumstances are perfect. START NOW! The most exciting journey is the one we take to discover our hidden strengths and power.