7 Top Tips To Creating A Success Mindset In Your Biz
By Ruby McGuire (UK)

How to Make the Most of your Day
By Charlotte Smith (USA)

QUARTERLY COLUMN

Being and Coaching Mastery
by Dr. Keith Merron (USA)

SECTION: Book Review

What Coaches Need to Know About Team Flow
by Kate Hammer (UK)
Welcome to another exciting edition of the International Coaching News (iCN) online magazine! Our 29th edition is themed Business Coaching: Building your Organisation. This edition is loaded with content on a variety of relevant topics on the issues that come with the latest trends of business coaching, latest coaching models, resources, tips, techniques to help coaches and entrepreneurs to achieve business goals and potential.

In this 29th edition, look out for the article ‘How to Make the Most of your Day’ by Charlotte Smith from the USA. This article is very relevant at this time and as many are working from home, Charlotte discusses ways for planning a productive day. Another noteworthy article is ‘7 Top Tips To Creating A Success Mindset In Your Biz’ by Ruby McGuire of the United Kingdom in which she enumerates ways to taking your coaching business to the next level. We share a book review by Kate Hammer on Team Flow: The Psychology of Optimal Collaboration by Jef J.J. van den Hout, PhD and Orin C. Davis, PhD, which is a comprehensive portrait of team flow, why business leaders and coaches should care and what the state of research into the topic shows. ‘4 Core Essentials to Attracting Clients and Cash Consistently In Your Coaching Business’ by Yasmin Vorajee from Ireland, is an interesting read where Yasmin shares a simple 4-step process that will help you reduce your to-do-list dramatically and focus on what works.

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 please let us know if there are any topics you would like to see covered in the future.

Lovelia

Lovelia A. Caracut
Editor, iCN Magazine

facebook.com/internationalcoachingnews
pinterest.com/icnonline/pins/
twitter.com/iCN_online
## TABLE OF CONTENTS

2 Editor's Note  
by Lovelia A. Caracut

4 iCN Team & Contributors

7 'What or Who' is the Best Type of Business Coach to Help You?  
by Martin Goodyer

9 8 Tips to Help Manage People Better  
by Anne Bachrach

12 7 Top Tips To Creating A Success Mindset In Your Biz  
by Ruby McGuire

16 How to Make the Most of your Day  
by Charlotte Smith

25 4 Core Essentials to Attracting Clients and Cash Consistently In Your Coaching Business  
by Yasmin Vorajee

29 Before Building Your Business, Look at Yourself  
by Divya Parekh

32 Mental Toughness for Smarter Business Development  
by Anna Golawski

36 Organisational Change, its Impact and the Role of a Coach  
A Personal Experience  
by Anna M Stapleton

39 Techniques to Build your Coaching Business  
by Marta Samson

41 Creating a Culture of Consistency in Your Firm  
by Anne Bachrach

44 Every Coach Should be Trained in Mindfulness  
by Karolina Little

46 How Anger Coaching can Resolve Conflict in Relationships  
by Tanya Heasley
What or Who is the Best Type of Business Coach to Help You?
by Martin Goodyer (UK)

However, a less usual and yet highly effective type of business coach is the one focused solely on expending people potential. He or she will speak the language of your organisation, but will know little or nothing about the intricacies, details, processes, or your current business challenges. This style of coach does not need to know because their expertise sits elsewhere; they have the skill to turn the word ‘investment in people’, ‘human capital’, or the ubiquitous ‘people are our greatest resource’ from an ambition to a reality. They have the skill to facilitate (often) significant enhancements in the performance of everyone within your organisation and bring to life the dormant and hidden opportunities you have not yet done work for you.

More than 40 years ago Tim Gallwey, then a sports coaching author identified that a person’s performance can’t be improved by simply telling them what needed to be done and then hoping they’d do it. He recognised that first and foremost, if a person is to improve they must have the potential to be better; having established they do, the job of the coach is then to remove the barriers and interference in the way of reaching that potential. The Gallwey’s equation is powerful and timeless: Performance is equal to potential minus interference, \( P = (p-i) \). Sometimes those barriers are a lack of technical skills, sometimes they are issues of confidence, or sometimes even the simple awareness that their potential is real.

The successful coach accepts performance as part of a balanced equation - if the person’s potential is greater than their performance then there must be things getting in the way. Therefore, when it comes to defining a business coach to help in your organisation the range of options are similarly ill-defined; they might be anything from a business advisor utilising a coaching style to a business experienced coaching generalist (with plenty of options between).
The 'best' business coach is the one who helps the business be at its 'best' - in this case identify its most underutilised resource, engage with it, and leave with the business significantly better for their engagement.

There is no doubt that a business consultant disguised as a coach will add some value, as will a coach engaged specifically to help with a current issue or challenge, and a coach hired to help leaders be at their best will of course also be valuable - but, inviting a coach into the business with the sole aim of unleashing the potential of your honest-to-goodness greatest 'potential' resource, the people committed to making the business be the best it can be, must always add the most value to your organisation.

Hiring a business coach like this is probably the easiest decision you will ever make; just list each and every person in your organisation and next to each identify the potential improvement they could add to the organisation if their full potential were reached?

It may be a question you've never asked, if so that's all to the good because you will surprise yourself. Then, only when you've done it for everyone, have a guess at what all that will mean to the overall performance of your organisation.

It might seem impossible, unreachable, even unattainable, but what if 'this' style of business coach could help get you closer to that performance?

There is no doubt that a business consultant disguised as a coach will add some value, as will a coach engaged specifically to help with a current issue or challenge, and a coach hired to help leaders be at their best will of course also be valuable - but, inviting a coach into the business with the sole aim of unleashing the potential of your honest-to-goodness greatest ‘potential’ resource, the people committed to making the business be the best it can be, must always add the most value to your organisation.

Hiring a business coach like this is probably the easiest decision you will ever make; just list each and every person in your organisation and next to each identify the potential improvement they could add to the organisation if their full potential were reached?

It may be a question you’ve never asked, if so that’s all to the good because you will surprise yourself. Then, only when you’ve done it for everyone, have a guess at what all that will mean to the overall performance of your organisation.

The success of a small business depends hugely on the employees. If they are not committed to the goals and do not put in their best efforts, achieving success can be extremely difficult and maybe impossible. Even if you have achieved considerable success till now, sustaining it in the future and taking your business to the next level is a whole different ballgame. You need to be able to manage the people working for you in the best way possible to make sure they are working towards your business’ success.

You need to make sure each and every employee is motivated and working towards the end goal. This requires you to share your vision for the company with them. It is easier said than done, though. There are many things you need to do to improve your management skills and manage your employees in a better way.

Here are 8 tips that can help you manage people better.

1. Define Values

Every business, regardless of scale, needs to have a set of clearly defined values. The values of your business are basically a code your employees follow when performing their day-to-day functions. Not outlining the values of your business causes confusion. The employees are not clear about what to do when faced with any given situation.

Defining values also make your expectations of the employees known to them. That way, they can perform to the standards you expect of them. For instance, the punishment for failure to complete work or violating a business policy should be made clear so that the employees don’t step out of line.

2. Build Teams

Some entrepreneurs use the strategy of pitting employees against each other and creating a competitive atmosphere. The idea behind it is clear that employees get motivated to work hard and outperform their peers. However, for a company, it is better that the people learn to work together than on their own. You can think of your business as a well-oiled machine. All the cogs need to be working perfectly and more importantly, working in tandem to make the machine work.
Foster Accountability

Accountability is a crucial ingredient in a work environment. You need to foster accountability and hold your employees responsible for their work. This results in them taking on more responsibility and making your job of managing them easier. As you know, added responsibility can be a source of motivation for the employees. They begin to feel that you are relying on them to play a major role in the success of your business.

To create the right environment for accountability, you need to outline your expectations clearly. Then, if the employee does not fulfill your expectations, you can reprimand them. All good business owners do allow a grace period for the employee to rectify the situation, but do not make it too extensive or it can cause other employees to not take you seriously. Take the necessary action at the appropriate time. However, do not try to make an example of the employee just for the sake of intimidating others.

Rewards & Punishments

The best tools you have in your arsenal for managing people are rewards and punishments. The fear of punishment and the aspiration of a reward are the foremost sources of motivation for most people. You need to use them according to the situation. Make sure there is a balance between rewards and punishments. None of your employees should feel unfairly treated. Using rewards and punishments perfectly can help in managing people better.

Punishments are often linked to low productivity and employee morale, but can eventually get the work done. Rewards and punishments both can be categorized under tangible and intangible. For instance, simply pestering an employee until they complete their work is an example of intangible punishment. On the other hand, if you issue a written notice or cut the salary of the employee, it becomes a tangible punishment.

The same goes as far as rewards are concerned. A pat on the back or a word of encouragement is an intangible reward. Giving someone a bonus (which can be money and a gift certificate for a nice dinner for two, for example) is something tangible.

Communicate

Open up channels of communication with your employees. Inform them about anything concerning them. Keep them in the loop regarding news or data which may affect their performance. Most importantly, communicate exactly what you expect of them. In short, you should ensure the communication in your company is two-way, not just from you to the employees.

Zero-Tolerance

While ruling with an iron fist often result in workers losing motivation, this does not mean you let them get away with everything. You need to implement a zero tolerance policy for misconduct, complacency, and failure to respect the company values. This is extremely important. Once you have shown your employees that you are not going to stand for anyone stepping out of line, they are not likely to attempt to do something like that in the future.

Fight Your Ego

As a business owner, keeping your ego in check is extremely important for the growth of your business. Often you will find that your decisions are clouded by your ego at being the person in charge. It is true that your employees are working for you and you are directing them. This does not allow you the freedom to treat them in any way you want. Respect your employees and acknowledge the fact that it is because of them that your business is successful.

Be a Role Model

As a business owner, keep your ego in check. It is extremely important for the growth of your business. Often you will find that your decisions are clouded by your ego at being the person in charge. It is true that your employees are working for you and you are directing them. This does not allow you the freedom to treat them in any way you want. Respect your employees and acknowledge the fact that it is because of them that your business is successful.

ABOUT ANNE BACHRACH

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

Go to https://www.accountabilitycoach.com/landing/ and get 3 FREE gifts including a special report on 10 Power Tips for Getting Focused, Organized, and Achieving Your Goals Now. Join the FREE Silver Inner Circle Membership today and receive 10% off on all products and services, in addition to having access to assessments and high-content resources to help you achieve your goals so you can experience a more balanced and successful life.
When we set up in business it goes without saying that we want to be successful. What can happen is that success does not come as quickly as you hope and self-doubt starts to creep in. You start to wonder if it’s even possible to be successful running a coaching business, or take it to the next level.

Everyone has a different perception of success, there is no one size fits all, but what we do know is that successful business owners have a success mindset; A mindset that drives them to keep going, to pick themselves up when things don’t go so well, and to learn from their mistakes.

Here are 7 top tips to creating a success mindset.

1. **Be at ‘Cause’**

In NLP, we use a term called cause and effect. Essentially, being at ‘cause’ means you take responsibility for your life and what happens in it. When you are in ‘effect’ you blame others for not succeeding, which disempowers you. When you are at ‘cause’ you believe you can effect change, which makes for a much more successful mindset.

It’s easy to blame others and tell ourselves that we have no control. The big one right now is the ‘online world is too busy with other coaches, there’s no room for me’. This is just setting up a new limiting belief. Yes, it is busy, but you can choose to get creative and find new ways of standing out from the crowd. If you lined up 10 coaches, they would all be very different. There’s only one of you, and the perfect dreamie clients are waiting to work with you.

**Action:** Check in - Where are you on the cause/ effect scale? What needs to shift for you to move into being at cause and taking responsibility back?

2. **Mind Your Language**

Your mind is a powerhouse, and as such you want to feed it positive ideas. Challenge your thoughts. Are they limiting you or helping you to move forward?

What you tell yourself is a big part of getting stuck in fear. Really focus on your self-talk, and start correcting it. We have many negative patterns called Cognitive Distortions, where we distort what’s really going on.

For example, we might say, ‘I never get new clients.’ Challenge it. Never? Really? Another common one that comes up with my clients is, ‘People will think I am being pretentious by sharing this blog post/article etc’. You are mind reading! How do you know?

**Action:** Notice where you are making assumptions, and creating unnecessary drama and worry. Check in - Is it true or is it just your perception?

3. **Set yourself goals - focus - achieve - refocus**

You may think we are wired to do lots of different jobs at once, but the opposite is actually true. The focus makes us happier and less stressed. Focus also means we get more done, and we get to do more of what matters - like serve our clients. What’s the secret to focusing? Plan. Here is a little acronym to help you:

**F** - Forget things that don’t matter

**O** - Choose ONE thing and see it through to completion before moving onto the next

**C** - Get absolute clarity (create a plan)

**U** - Unsubscribe from things that don’t support growth in your business (You know email/news feed time stealers)

**S** - Serve. This is why you’re doing all of this in the first place. Your dreamie clients need you!

**Action:** Spend time going through that goal you want to achieve, and embody the successful person that can create it. Act as if you are already that person, and notice the change in how you act, feel and behave.

4. **Be Perfectly Imperfect**

What is wrong with wanting to do a really good job or creating something perfect? Nothing. It is when the judgement, analysis and criticism kick in that it becomes a problem. It is when it stops us in our tracks, preventing us from moving forward that we need to recognise it is holding us back.

Do not let perfectionism ruin your life and/or work. Take some steps to deal with it. Perfectionism is self-sabotaging behaviour and does not serve you. It stops you from sharing your amazing gifts with the world. It’s time to let it go and be imperfectly perfect.

**Action:** Start taking action. Make mistakes and learn from them. Check out the impact - How much will this really matter in the future?

5. **Act As If**

‘Acting as if’ is really powerful. You essentially embody the person you want to be.

Let’s assume you have achieved the goal you are working on right now. Grab a piece of paper. Starting at the bottom of the page, the moment just before you made it happen, what step was necessary to help you complete that goal? What else? Keep working your way up to the top of the page, and you will find you have created a plan.

Now, ask yourself, who do you need to be in order to create that success? Embody that ideal person that creates success. What would they be telling themselves? How would they be feeling? What does their day look like? How would they stay motivated? What action would they take?

Play with this idea, get creative, and believe that anything’s possible. When you get out of your own way, anything IS possible.

**Action:** Play with this idea, get creative, and believe that anything’s possible. When you get out of your own way, anything IS possible.

6. **Stop Comparing Bananas To Socks**

We so often see other people’s success and think they got from A to B overnight. This is highly unlikely. They may have gone through many stages that you have not even seen or are aware of. It is quite likely they have wondered to themselves at some point whether they can actually pull off this business thing.

They will more than likely have gone through the, ‘I’m a failure’, or ‘I will fail at this’, thought process at some point. Just because you do not see it does not mean it has not happened.

**Action:** Write a 3-step action plan, then focus 100% on the first thing on your list, then the next and the next. Get rid of the distractions and you’ll be amazed at what you can achieve.
Remember, when you see something completely finished and you start to let Comparison-it is getting in the way, remind yourself that you are just seeing the finished result. You are not necessarily seeing the full story.

**Action:** Catch yourself filling in gaps and creating back stories about other people that might not be true. Be inspired by other people’s success, knowing that if they can create it, that means you have the opportunity to create it too. Ask yourself what you could do differently to create the success they have, and then go back to number 5, and ‘Act As If’.

1. Be at Cause - Take responsibility for everything going on in your business/life
2. Mind Your Language - Notice how your language might be stifling your success
3. Be Perfectly Imperfect - Be brave, make 80% good enough your mantra.
4. Focus - As Gary Keller, author of The One Thing would tell you - focus on ONE thing at a time. It’s a game changer.
5. Act As If - Stretch your comfort zones
6. Stop Comparing Bananas To Socks - Focus on your own journey
7. Stop Seeking Validation - Give yourself permission to make solid decisions, without the need to check in with others

If all else fails, remind yourself of one of my favourite phrases – ‘You are exactly where you need to be right now’. Because you are!

**Stop Seeking Validation**

You only need your approval.

I work with a business bestie and often we ask each other something, that honestly, we already know the answer to. She was joking about it recently saying that it is as if we have this 4-minute unspoken rule, where we post the question, want the answer in 4-minutes and if we do not get it, then we just go ahead with our idea anyway! She was SO right! Why do we do that?! Why do we need to have others validate us somehow?

You do not need to validate every single thing in your business. Step up, be brave, and trust your decisions. Will you make mistakes? Absolutely! You will learn from them though, and make better decisions next time.

**Action:** Make some quick and easy decisions to start building your decision making muscles. As you do this, you will also build your success mindset.

There are many ways to create a success mindset. Today I have shared 7 of my favourite ones. Which one will you adopt?

1. Be at Cause - Take responsibility for everything going on in your business/life
2. Mind Your Language - Notice how your language might be stifling your success
3. Be Perfectly Imperfect - Be brave, make 80% good enough your mantra.
4. Focus - As Gary Keller, author of The One Thing would tell you - focus on ONE thing at a time. It’s a game changer.
5. Act As If - Stretch your comfort zones
6. Stop Comparing Bananas To Socks - Focus on your own journey
7. Stop Seeking Validation - Give yourself permission to make solid decisions, without the need to check in with others

If all else fails, remind yourself of one of my favourite phrases – ‘You are exactly where you need to be right now’. Because you are!

**ABOUT RUBY MCGUIRE**

Ruby McGuire, IAPC&M ASC, Visibility Diva, aka Queen of Connection is a visibility strategist who works with solopreneurs helping them to rock their visibility in their business both on and offline. She’s also a caffeine and Pinterest addict.

Ruby teaches her clients how to connect with their passion, their dreamie clients and their message, helping them to overcome their doubts and fears, while making sure the business essentials are in place to launch and grow their businesses.

A self-confessed introvert, Ruby understands what it’s like when you know you need to be more visible in your business but it doesn’t feel natural or comfortable. She wants everyone to go out there and rock their visibility AND have a life outside of their business.

**BE READY. BE SECURED.**

Combined Professional Indemnity, Public Liability and Medical Malpractice INSURANCE

Easy online application to immediate issuance of insurance certificate and cover

Insurance for individuals, partnerships, limited companies, entities and groups

- Up to £5 million cover for UK customers
- Up to €6.5 million cover for Eire customers
- Over 400 different business practices covered

For a SPECIAL DISCOUNT visit:
https://westminster.global/uk/?Introducer=2
How to Make the Most of your Day
by Charlotte Smith (USA)

We all have 24 hours in a day, but how are some people so much more productive than others and seem to effortlessly get things done?

Over the years I have fine-tuned my productivity and planning skills, and I wanted to share with you this process which really helps me make the most of my time.

**PART 1: 360 DEGREE ASSESSMENT**

Let’s start by carrying out a 360 degree assessment of your day, and establish what you have to work with!

**How Many Hours Do You Have?**

- How many hours do I have in a day?
- How many hours do I have in a week?

Look at your calendar and calculate your possible working hours.

Make sure to carry out this exercise realistically and be conservative when allocating time. I have attempted this exercise many times, and I always overestimate the amount of time I have to actually ‘work’ and underestimated how long projects take.

Now figure out where you are losing time...

**What Am I Wasting My Hours On?**

Most people have plenty of dead hours in their day; be it spent procrastinating, checking social media, watching your favourite TV shows. You know the average person spends 3 hours, 35 minutes per day on their phone, add binge watching Netflix 2-3 hours a night... That's plenty of time which could be used far more productively. And if you cut the mindless social media scrolling, there still could be time for a little Netflix unwinding at the end of the day. ;-)

Are There Ways For You To Create More Time?

- Can you delegate any tasks?
- Can you outsource household tasks to free up time in your busy schedule?
- How about using PrimeNow for cutting out those trips to the store? InstaCart is a similar time-saving option. Do a cost benefit analysis to determine.

Could you do with an extra pair of hands in your business? There are some amazing Virtual Assistants out there who are very reasonably priced and could be a real asset from a time management perspective.

Learn To Say NO- Do you have a tendency to overcommit then feel terrible for cancelling, or simply like you spend your days running around completely frazzled? There’s a real benefit to saying no! Saying no is not unkind, selfish or hurtful, and remember, you’re saying NO so that you can say YES to better things.

Now you have successfully prioritised, the next step is planning your schedule and adding to your online calendar.

**PART 2: PRIORITISING**

Prioritise - People really struggle with prioritizing and leave important urgent items to the end of the day. Prioritising is a skill. Start by considering...

**What Are My Priorities?**

- Non-Negotiable Commitments:
  - Home and family life
  - Working
  - Working-out
  - Self-care
  - Social
  - Nutrition & prepping meals

To determine your priorities and urgency of your tasks, I am a massive fan of using the Eisenhower Matrix, (so was Stephen Covey, author of The Seven Habits of Highly Effective People) and if it was good enough for him.

I have adapted his system over the years for use in work and life.

**Eisenhower Matrix 4 Quadrants:**

- **Urgent & Important - ACTION**
- **Urgent Not & Important - PLAN**
- **Not Urgent & Important - DELEGATE / BACKLOG**
- **Not Urgent & Not Important- ELIMINATE or add to a backlog.**

With planning, you remove any feelings of overwhelm; you remove the opportunity for procrastination, and breakdown tasks into more manageable chunks. One of my favourite methods adopted in the context of weekly planning is time-blocking.

**PART 3: PLANNING**

Plan Your Schedule

Planning ahead is crucial to increasing productivity and managing time. I love the quote ‘when you fail to plan, you plan to fail’.

**What is Time Blocking?**

Time blocking is simply scheduling time for things you want to get done, one task at a time, in a given 2-3 hour window.

With time blocking, you choose just one thing to do in a time frame.
For example: 9:00 - 11:00 - work on client project.

In that timeframe, there’s no checking emails, social media, doing that bit of admin work, making cups of coffee etc. You commit to carrying out the work you have committed to doing in that allocated time frame.

Keep email closed and only check at certain times. Now plan out your week meticulously. Have a calendar for WORK, WORKOUTS, SOCIAL, and MEALS. Get strict with yourself, and after a few weeks of following these routines it will become second nature.

PART 4: Social Relationships & Self Care is Crucial to Your Happiness

In The Happiness Advantage, Shawn Achor emphasizes how important it is to get social, and make time for yourself.

- By getting active and doing something you love, it releases happy endorphins and makes you have a more positive outlook. Try to schedule in space to exercise every day, even if it’s a walk or gentle yoga. It will make you more creative, productive and energised.

- We all have a tendency when we are busy and stressed to neglect ourselves and our relationships with friends and family. Yet making the time to connect with friends and family when you’re busy and stressed really makes a big difference in our mindset and productivity levels.

With that in mind, my final task for you is to: once a day, every day for a month, get into the habit of sending a voice note to a friend you haven’t spoken to in a while. 2 minutes of just saying ‘hello’ to someone you have not spoken to in a while will work wonders for your happiness, and I promise they will be delighted to hear from you.

Many will tell you that the keys to being a great coach have all to do with a specific set of skills such as listening, artfully offering feedback, reflecting back well, etc., and I might agree. Still further, many will offer you a wonderful set of tips for how to market and sell yourself, how to give a powerful elevator speech, or how to ‘land’ the client, all of which might be quite useful. All of those things might be good for being a good coach, but not will evince mastery. In my view, mastery has all to do with one’s quality of being and little to do with the skills.

Being is an elusive concept. It cannot be objectified. One cannot touch it, smell it, taste it, or see it. Moreover, because so many branches of science, psychology and philosophy deal with the concept of being, it has been defined in a variety of ways. For example, Martin Heidegger, the 20th century philosopher, refers to being as a fundamental state of existence in the world. He was interested in the ‘is-ness’ of being. He also believed that living an ‘authentic life’ had something to do with discovering and expressing one’s natural state of being. Looking at being from a slightly different angle, many eastern philosophies refer to being as the innermost core of one’s self, that which is connected to all things. Each of these views clearly has merit, as do so many more.

While many have wrestled with the concept of being, and clearly have differing points of view, we need a concrete definition. When I refer to one’s being, I am simply referring to where one’s consciousness is located at any given moment. My consciousness, in this case, has to do with the content of my thoughts and my awareness. It is where I come from when I take action.

When a friend is troubled by my angry expression and says, ‘Hey Keith, take a look at where you are coming from,’ she is asking me to look at my attitude with regard to that particular situation, or at the thoughts that produce the anger. She wants me to see where my anger derives.
At any moment, I can come from any of a number of places in my inner being. Sometimes I am in touch with my core self and feel connected to all things. Sometimes I am the wounded child of my deeper self and act petulantly. Sometimes I express myself through my outgoing personality and am playful. In every case, my behaviour is driven by some part of my inner being.

Defining ones being with precision help us appreciate the thoughts that distinguish masterful coaches from others, and to understand where these thoughts derive. Indeed, looking closely at the process by which we think and act becomes a powerful teaching tool. It is insufficient to suggest to an eager coach in training to adopt a certain being. This is too elusive an instruction, and like asking a novice tennis player to ‘be more fluid.’ It does not work that way! It is often more instructive to suggest that the developing coach adopt a particular thought process. This is something that can be more easily received and acted upon. Eventually, repeated thought processes begin to shape—or reshape—one’s being.

A brief example might be instructive. A colleague of mine recently was invited to a senior executive staff meeting in a new consulting situation. It was hard for her. In addition to garden-variety performance anxiety, she was aware of a deeper distress. She was working much too hard to impress the client with her abilities. This desire to impress was driven by worries that she might not be fully accepted, part of a deeper issue she had with rejection—a repeated life concern that shaped her overall inner stance in life.

Because she wanted to impress, she spent a lot of time and energy thinking about what would dazzle the client, what would show them how bright she was. The possibility that she might be rejected also weighed on her.

These thoughts produced actions that came across as showy, pushy, strained and unnatural. In the end, instead of impressing the client, she had the opposite effect. The client experienced her as needy, disconnected from the group, and not confident. During the meeting, the client’s feelings and perceptions were not immediately obvious to her. Yet afterwards, as the members of the executive team discussed their feelings, they reported to each other that they felt she did not belong in the culture of the business and were concerned that she was not the ‘right fit’ for them.

While initially unaware as to why the client decided not to work with her, the reasons became much clearer when she later reflected upon her inner stance. She realised that she had not felt quite right within herself when making her presentation. Had she felt solid, truly connected to who she was—to her deeper capabilities—and had she trusted herself fully, she would have felt much less of a need to impress. She would have known she was perfectly fine just as she was, naturally. Had she been in a more solid inner stance, in other words, she would have most likely been successful. I know her as a marvellous consultant. What came out, however, was less than that.

If I were to coach her on how she could have been more effective, I probably would not have said something like ‘Trust yourself, you will be fine.’ Although generally true, this does not help her know the factors that prevented her from trusting herself, nor does it guide her on where or how to come from a solid capable place in her being throughout the meeting. Instead, my coaching would have most likely gone down a path that looks more like the following:

a. How were you feeling going into the meeting?

b. How were you feeling throughout the meeting?

c. What thoughts were driving these feelings?

d. Where do those thoughts come from?

e. What alternative thoughts would have been more productive?

f. What mindset or belief would best produce those thoughts?

g. How can you best stay in that mindset throughout the meeting?

This process helps her locate more precisely the inner stance that will help her become more effective. Although I might offer suggestions along the way, the nature of the inquiry invites her to get clearer for herself and assumes that she already has the knowledge and ability to come from a solid place inside herself. This is often the case.

I believe almost all great coaches go through the same process of asking similar questions. Their self-reflection is designed to help them discover and learn ways they can be even more effective by being more solid in themselves or in their being. The term centred has all to do with this same notion, and it is in being centred, calm and relaxed that is the goal so that one can bring one’s best to any given situation.

So, while I honour the importance of good skills and good sales approaches, none of them hit the mark when one’s state of being are off. By way of contrast, when your state of being is pure, open, present, available, heartfelt and warm, you can be off in your skillfulness and easily recover, for the quality of your being will shine and that is what will make all the difference in the word.

ABOUT DR. KEITH MERRON

Keith Merron is the Managing Partner of Leadership Pathways, a consulting firm dedicated to helping organisations with bold visions achieve sustainable high performance and industry leadership. As an organisation’s effectiveness and an executive development consultant, he has more than 35 years of experience assisting executives and managers in business, government, and education.

In the context of his consulting, he works with the C-suite as a transformational coach. In addition, Keith has designed and led over 100 seminars and workshops for leaders. He has helped create some of the most innovative leadership training programs in the country. Through his consulting firm, he regularly offers a workshop for coaches called: The Art of Transformational Coaching. See his website: www.leadership-pathways.com for more information.

Keith received his Doctorate from Harvard University in 1985, where his studies spanned the fields of human and organisational development. He is the author of five books on human and organisational change and is putting the finishing touches on a new book, tentatively titled: The Art of Transformational Coaching.

Keith teaches at the Hult International School of Business and is in high demand as a speaker on the subject of leadership and building extraordinary organisational cultures.
What Coaches Need to Know About Team Flow
by Kate Hammer (UK)

A new monograph from Springer Briefs in Well-Being and Quality of Life Research called Team Flow: The Psychology of Optimal Collaboration (2019) contains important findings for coaches, especially those who work on-site with members of a common team. Two leading psychological researchers – Jef J.J. van den Hout, PhD and Orin C. Davis, PhD – have teamed up to provide a comprehensive portrait of team flow, why business leaders and coaches should care and what the state of research into the topic shows. Fundamentally, the book aims to make flow, and especially team flow, more accessible so that more people will have more optimal experiences throughout their lives.

Key features of Team Flow:

The book:
- Defines flow as ‘an engaged experience that we find meaningful and about which we feel positive afterwards’(2), and defends the idea that ‘flow is possible for teams as it is for individuals’(4).
- Distinguishes flow as an experience not a state, which immediately situates it in the world, not simply within the psychology of the individual.
- Shows how team flow depends on the flow of individuals within the team, and also recognises that agency exists at both the team and individual levels.
- Explains why team flow is a worthwhile issue for psychologists to study, and updates readers on the state of this emerging sub-field.

We are wise to remember: ‘An effective team is always capable of more than the sum of its members’ abilities’(50). This book will help coaches and psychologically-minded leaders get to grips with the dynamics that make this so.

What makes a team amenable to Team Flow?

The research identifies a range of pre-requisites whose presence determines whether team flow will emerge.

‘Establishing the prerequisites for team flow is very much like preparing the soil for planting’(36), they maintain; and readers will immediately recognise within the discussion areas and themes where coaches often work in business settings.

Of greatest interest to me in my coaching, Van den Hout and Davis make plain the importance of a collective ambition, which serves as ‘the nucleus around which the team forms and to which everyone feels connected’(31). Paradoxically, the clarity of the collective ambition makes it easier for team members to have the experience of ‘doing the activity for its own sake, such that the goal tends to be merely an excuse for engaging in the activity’(9). This is called autotelicity and it’s a critical element in an individual’s experience of flow. At the level of the team, when team members are experiencing autotelicity, they experience ‘the process matters more than the result’(31-32) and they want to reconvene. Each time a team comes together, they should work together towards a concrete common goal that because it is ‘clear, challenging and collective’ team members can easily internalise(32).

The authors identify a further five pre-requisites for team flow: aligned personal goals, high skill integration, open communication, psychological safety, and mutual commitment.

The presence of these qualities alongside the collective ambition and common goal set the grounds for team flow’s emergence.

The emergence of Team Flow

Team flow emerges when four characteristics become manifest through the working together:
- A sense of unity
- Sense of joint progress
- Mutual trust, and
- Holistic focus, meaning the sense of time slowing down or speeding up such that team members feel ‘a total concentration upon the communality aligned field of work that has no room for timekeeping’(38).

For these characteristics to emerge, team members are also experiencing flow as individuals. This means the sense of control without fear, an obliviousness to distraction, a loss of self-consciousness and a merging of action and awareness that most of us associate with the idea that ‘flow is possible for teams as individuals collectively and simultaneously experiencing two levels of flow while working in the service of each other and the team’s larger ambitions’(42).

To help foster this, ‘the key is for all the team members to cultivate their awareness of their own individual contributions, how other people are using them in real time, and how others will use their contributions in the future’(45). This brings lofty statements about company mission or vision down to tangible activities and behaviours.

The ways in which individual and team experience interlock is mapped out clearly by the authors. Chapter 7 builds on the illuminating case study in Chapter 6, in which coaches play an active role in teams, to show how to help teams achieve flow.

Resources in the appendix provide a tangible tool, called The Team Flow Monitor, which can ground coaches in beginning to work explicitly with workplace teams on this important aspect of organisational life. The website created by the authors, http://goteamflow.com will support coaches applying this approach with clients.

I expect each coaching practice will home in on a specific area highlighted by this rich and informative work. In my own case, it is the authors’ statement that ends the book’s penultimate paragraph: ‘To lift the entirety of a team into a unified team flow experience, it helps to develop and reinforce a system of meaning and values that lend purpose to a team’s existence’(108).

ABOUT KATE HAMMER

Kate helps complex businesses/orgs understand human dynamics so they can better serve consumer needs, use creativity in the workplace with more joy and less fear, and innovate better.

She combines semiotics and trend-scanning with rich knowledge ranging widely across the human sciences. She is skilled at making the theoretical practical and accessible. Semiotics is her flagship project in this arena.

A Certified Creative Problem Solving facilitator and trainer, she is also an academically qualified life and work coach for individuals flapping like fishes, desperate to swim in ambitious work/ creative projects and complex lives.

Most often, she works as an ‘intel inside’ helping corporate/consultant teams make sense of culture and make change. She also offers transformative tailored 1:1 coaching programmes for people making big changes, craving sense, often in the face of chaos, launching/ ramping/ leaving cherished and/or creative businesses.

Core Essentials to Attracting Clients and Cash Consistently In Your Coaching Business

by Yasmin Vorajee (Ireland)

When I started out in business, I knew nothing. Even though I had worked in corporate for 12 years, when it came to my own business, I did not have a clue on how to market or sell my services. I was busy (with a 16 month old) but the busyness did very little for me or my business. I had some clients, but it took a lot of work to get them. It took me a while to start making good money and when I look back, I can see exactly where I was going wrong.

And in this article, I want to share these 5 mistakes with you so you don’t make the same ones!

I am also going to show you a simple 4-step process that will help you reduce your to-do list dramatically and focus on what works! This is the heart of the Tiny Time Big Results methodology.

Firstly, let’s look at the 5 big mistakes coaches make in their 20-hour week business.

MISTAKE #1:
A Generic and Vague Marketing Message

How you describe what you do and who you do it for is at the heart of your marketing message. But if you have a vague or generic marketing message, you get a lukewarm response with little interest.

For you to successfully market, your message must be specific, focused and targeted so I know exactly what you do and who you do it for. If you are not sure how to craft this sentence, consider the answer to this question ‘what’s the problem you solve?’

Here is mine...I help small business owners run a profitable 20 hour week business. You know exactly what I do and who I do it for. It was not always like this for me, but I knew the message hit the mark when I suddenly had a lot more people ask me for more information.

That was the moment my business took off! It is important to remember, every person you speak to about your business may not be your ideal client, but I am sure they know someone who would be!

MISTAKE #2:
An Ad-Hoc Marketing Strategy

An ad-hoc marketing strategy is one where you take action sporadically and inconsistently. You decide your strategy on a whim and make it up as you go.
This is fine when you are just starting out, but it is not a recipe for success. There comes a point when you do have to get clear on your outcomes and plan out how you will get there.

And it does not have to be a detailed 12 month plan, but you can certainly map out the next 90 days. This is a strategy that works well. It allows you to break the year down into 90 day sprint and you can plan accordingly. This also allows you to course correct where necessary.

Most people start off with marketing their business and making offers with little strategy behind it, but it is not sustainable and there comes a point when you have to get a lot more strategic with it! When you get more strategic, you can use your time much more effectively too!

MISTAKE #3: Failing to convert

When you are working 20 hours a week (or less) and not making money, it means you exchange your time for money. Making good money means you create your financial independence, enjoy more time with your loved ones and create freedom and flexibility.

A leveraged business model is how you make it happen. If the way you make money in your business is tied to you exchanging your time and if your offers are time-thirsty (i.e. they suck up all your time!), you will hit a wall.

Marketing and selling are two distinct activities – marketing lets people know what you do and selling is the process people go through when they actively make a decision to buy.

A lot of business owners are so busy marketing, but when it comes to paying clients, they’re looking at an empty or lonely looking client book. Not having a proven way to convert interested prospects into paying clients is the fastest path to zero cash so it’s crucial to have a proven and predictable way to get paying clients.

For most businesses, this is some form of a sales conversation.

Here are some questions to consider to determine if your method works. Do you have paying clients? Do you measure your conversion rate?

MISTAKE #4: A business model that won’t make you money in the time you have

When it comes to sales, it’s about making sure sales and selling is a priority in your everyday business work. It’s not just about putting out content; it’s about inviting people to take the next step!

Social media, email, phone calls, cat videos, etc! They take you away from what you should be focused on. With long to-do lists that never end or busy working, but not doing the work that makes a difference.

MISTAKE #5: Letting time slip by

There are many distractions facing us every day.

Creating and building leverage means you create a business model that allows you to create a great income at the time you have. This is where you create products, services, packages and programs that exchange your value, not your time.

Building leverage in a tiny time business is one of the most important priority items. Without it, you limit how much you can make and the level of impact you can create! You can build leverage through digital courses, group programs, premium packages/ programs/ services, a book, and online workshops and masterclasses and so on.

3 Attract Clients Like Clockwork!

A Magnetic Marketing Message

To succeed in business, you need a clear, specific and targeted message. A message that pops for the listener and instantly makes them understand what you do. It is a clear opening statement that allows for more conversation. It does not have to include everything you do but it must be a statement that makes it clear what you do and who you do it for.

A leveraged & irresistible offer

Clients and cash-flow is the lifeblood of your business. Your aim is to attract clients and cash consistently with a solid client attraction system that enables you to connect with your ideal prospects and bring them into your world. A system that enables you to see how they can work with you and the value you can add to them.
A system that does the heavy lifting for you because it is mostly automated. Having a solid client attraction system enables you to build relationships easily and quickly build the know-like-trust factor with your potential new client. In a crowded marketplace, your system makes you stand out.

### The Conversion Process

To hit your sales and money goals, your business needs a proven method for turning potential clients into paying clients in a way that feels good to you and works well! Selling in business requires you to love with the value you offer and the person you are here to serve and not be shy about asking for the sale!

Getting good at sales and selling is a must – there are no two ways about it but the good news is you can do it in a way that feels graceful and easy with zero pushiness!

#### Summary

When you focus on these 4 steps, you will attract clients and cash consistently.

1. A magnetic marketing message
2. A leveraged and irresistible offer
3. A client attraction system
4. Proven ways to convert prospects into paying clients

When you have consistency of income and clients, you can then think about growing and scaling your business to reach more people, make more money and create a bigger impact (including offering online programs, premium packages, digital courses, writing a book and becoming a paid speaker).

---

### ABOUT YASMIN VORAJEE

Yasmin is the creator of Tiny Time Big Results; she helps small business owners run a profitable business in 20 hours a week or less. A former Vice President of Leadership Development, Yasmin specialises in business and marketing strategy and runs her thriving business from her home in rural Ireland around her 3 young children and farmer husband. Yasmin is passionate about helping people create financial independence, freedom and flexibility.

- Grab your free Tiny Time Toolkit here: [https://www.yasminvorajee.com/tinytimetoolkit/](https://www.yasminvorajee.com/tinytimetoolkit/)
- Do the 60 second quiz: Could your business be profitable in 20 hours a week? [https://www.yasminvorajee.com/quiz/](https://www.yasminvorajee.com/quiz/)
- Get your copy of Yasmin’s #1 bestseller book Tiny Time Big Results [https://www.yasminvorajee.com/buyttbook/](https://www.yasminvorajee.com/buyttbook/)

---

### Before Building Your Business, Look at Yourself

by Divya Parekh (USA)

‘Ready! Fire! Aim’

No, the above is not a typo. We have all seen countless movies or TV shows to know the correct expression when shooting something is ‘Ready...Aim...Fire!’ After all, it would be pointless aiming when the shot has already gone off. In my work, helping other coaches improve their businesses, that is exactly what I encountered. I was not surprised because I found myself doing the same thing when I started out, which led me to a self-evaluation process any coach should go through as they analyse their business. It comes in two parts.

The first part has to do with figuring out your values. These are the non-negotiable tenants that guide you in everything you do in your life. It does not matter if you are doing something with your business or some volunteer work. These principles are the compass that keeps you true to your journey in life. Your values factor into all your decisions and form the foundation of your behaviour.

If you have never taken the time to figure out and write down your values, it is an exercise worth doing. It might take some time and a great deal of refinement on your part. A good practice is when you make a decision based on your values, ask yourself, ‘How does the decision make me feel?’ If it feels right, you are on the right track. Your values might adjust and develop over time as you grow, and as your life’s circumstances change.

For example, when you go from being a single 21-year old to starting a family, you will most likely change some of your values.

The second part of the process is to take your values and apply them to nine separate relationships that are important to your life. Notice that I did not say, ‘Important to your business.’ I believe that we should live life as an organic whole. If we act one way in our personal lives, and another in business, then we are not true to ourselves. What that occurs, then nothing is going to work out the way we would like in our life.

As you review the nine relationships, think about them and how they relate to your life and business. You might find that you spend a great deal of your mental and emotional energy on some of them while giving barely a thought to others. They are all essential. Like your values, make a list of what you are doing with each relationship in your life.

Relationship with Self

As you apply your values to all that you do, you will get to a point where you tear down the barriers you set up between your professional and personal self. The goal is to be consistently authentic in your actions, thoughts, and feelings in all facets of your life.
You have accomplished that when you show up as genuine in all you do. The relationship with self is not to be afraid to cast off the masks that we carry with us. Potential clients will eventually see through the veil. You will be happier and more confident when you present the real you to those you hope will hire you.

Relationship with Time

It seems that the universal cry is, ‘There’s not enough time!’ The truth is that we all have 24 hours a day, 7 days a week. The key is what we do with it. A relationship with time needs to be disciplined and structured. When looking at your coaching business, you have three main things to deal with – your daily schedule, your short-term business goals, and your long-term vision for where you want to be in five, ten, or twenty years. None of these three are independent of each other, but you do need to plan them out thoroughly. A person does not begin a journey without a destination in mind, or individual portions of the trip planned out. You have to approach your business the same way by looking at your goals and breaking them down into smaller increments.

Relationship with Money

Think about this one for a moment. We all have different reasons for how much we want to make. Once you get through the basics of food, shelter, and clothing, then you have a lot to figure out. Even the basics of life can cover a broad spectrum, which leads to many decisions. It’s great to earn money, but it is better to understand early on how to discipline yourself in its use. What you do with money is the most important component of your relationship with it. I have found nothing illustrates more of a person’s nature than what they do with money, particularly when they have either an extreme abundance or scarcity of it.

Your partners are those that you work with in lockstep. As with teams, partnerships come in all forms. You might have a formal partnership with your business with another person. Your financial partnership with a banker, lender, accountant, etc. could be essential for you to cultivate and strengthen. As a coach, your relationship with a client is very much a partnership.

You must be aware of who your partners are and ensure that you continually work on excellent communication, adherence to deadlines, and being comfortable with each other – the ingredients that make all partnerships thrive.

Relationship with Market

While we all think we know who our market is before we start our coaching businesses, spending time in our day-to-day work will help us define it better. Once we do that, we can then customise and tailor our efforts to that market. We all tend to cast a wide net when starting out. We don’t want to miss any potential income, but by doing so, we miss the opportunity to focus on those things we are very good at that would be valuable to others. When you develop that focus on what you do best, you will be better equipped to target the market where you really want a connection.

Relationship with Team

No woman or man is an island. We always have a team to work with, whether it is within our own business, outside advisors, vendors, clients, etc. The leadership of your team is imperative, and you need to exercise it with an eye to how everyone benefits. You probably heard that cliché ‘There is no ‘I’ in ‘Team.’ You have to remember that platitudinous when working with your various teams. As soon as someone does not feel that they are getting something out of the team, they will be gone.

Relationship with Partners

Not as morbid as it might seem, but it is thought-provoking. Our society in the 21st century tries to insulate us from death. However, whenever we are close to it, it forces us to explore our thoughts and feelings about the subject. This relationship is about accepting fear, working through it, and using the grit that you have deep inside of you to overcome it. It will help you overcome challenges, go after new opportunities, and set your affairs to take care of your loved ones and your business in the event of your death.

Relationship to Legacy

Legacy is expanding your gifts in a way that neighbours, the community, and the world may benefit whether you live it now, or you leave it upon your exit from this world. It can be tangible or ethereal. It is a deeper level than just living. By that, I mean it is not only taking care of yourself and your loved ones, but also making sure that your actions leave them, your neighbours, community, environment, and the world in a better state. It is about making every interaction count. It is about having a positive impact on others while you are alive and how people remember you when you are gone.

Relationship to Results

Results are the milestones that let us know if we are going in the right direction. Success requires destination and destination needs direction. Life is a journey comprised of many destinations. It is about living a mindful life driven by value-based decisions, learning, unlearning, and relearning while having fun and making life a play.

Relationship with Results is how you measure success, clearly defining the outcomes, and determining the progress as you work towards your goals.

What I have given you here is not going to solve your business-building issues overnight, but giving them mindful thought and reflection, as well as taking the time to write some things down about where you are with them, will pay off in huge dividends. It all starts with you. I figure we all make our own mistakes. I want to help you avoid the ones I had early in my career as you create your robust coaching business.

ABOUT DIVYA PAREKH

Divya is a global business relationship and leadership mentor, coach, and speaker. She helps clients cultivate power partnerships that lead to high performance. As a speaker, she connects the audience with their inner leaders.

She works in close collaboration with corporate leaders, coaches, and entrepreneurs who are ready for evidence-based strategies that shape and improve their personal and business culture.

She has an enormous love of people, fierce passion for coaching, commitment to building leaders, and unbridled desire to create a better world. Divya would love to bring her talent and experience to any person, company, or organisation that she can help or support.
Mental Toughness for Smarter Business Development
by Anna Golawski (UK)

Working environments today are fast-paced, constantly changing and result in ever increasing demands placed on employees to manage a multitude of tasks and demands which can result in high levels of work related stress.

Although the focus of stress in the working environment and its impact on employees is an important area for attention, it is also true that it is possible to place two individuals in the same working environment and notice that one succumbs to the pressure of stress and another may thrive.

The difference between the two can be described as ‘Mental Toughness’. This explains how individuals develop resilience and an inner drive to succeed. Mental Toughness emerges as a key component for individual and organisational performance.

Applications and research shows that Mental Toughness is closely linked to:

- Performance – explains up to 25% of the variation in performance
- Behaviour – more engaged, more positive, more ‘can do’ attitude, better able to prioritise and manage projects,
- Wellbeing – more contentment, more confidence, better stress management, less bullying, high self confidence
- Aspirations – more ambitious, prepared to manage more risk, higher expectations of themselves and others,

This describes the ability for an individual to carry out tasks successfully despite any problems or setbacks that arise whilst achieving the goal. An individual at the low end of the scale will be less capable of overcoming setbacks.

The Mental Toughness model and its associated measures have clear applications for people who work in organisations subject to stressors, pressures and challenges.

It is invaluable as a management development tool to help people identify to be more effective in areas or their work and show people how to cope with stressors. It helps identify aspects of an organisation’s culture and can be used as an assessment tool in recruitment and selection to ensure a better fit in a critical area for job performance.

Increased Awareness

The challenge lies in identifying what might be the cause of stress and pressure for individuals and to help the individual to become more aware of these. Awareness leads to understanding, which in turn can lead to positive action and improved organisational performance.

Control

Individuals who score high on this scale feel they are in control of their work and of the environment in which they work. They are capable of exerting more influence on their environment and are more confident about working in complex or multi-tasked situations.

Commitment

This describes the extent to which individuals see problems as threats or opportunities. Some will actively seek out challenges and identify them as ways for self development. Others will perceive problems as threats and prefer to work in stable environments.

Confidence

Individuals who are high in confidence have the self-belief to successfully complete tasks, which may be considered too difficult by colleagues who have similar abilities but lower confidence. High scoring individuals will take setbacks in their stride and be better equipped to deal with awkward people.

How is it measured?

Mental Toughness is measured through the use of a psychometric test and provides an individual, team or organisation a reliable assessment of their resilience and ability to cope with pressures.

Research in the Psychology Department at the University of Hull (under the direction of Dr Peter Clough) has identified four key components of Mental Toughness:

1. Control
2. Commitment
3. Challenge
4. Confidence

Applications of Mental Toughness

The Mental Toughness model and its associated measures have clear applications for people who work in organisations subject to stressors, pressures and challenges.

It is invaluable as a management development tool to help people identify to be more effective in areas or their work and show people how to cope with stressors. It helps identify aspects of an organisation's culture and can be used as an assessment tool in recruitment and selection to ensure a better fit in a critical area for job performance.
Practical Steps to Improve Mental Toughness

Whilst everyone’s mental toughness score and associated development plan will be different, here are a few practical steps that you could take:

1. First of all, think about what specifically makes you feel stressed at work and how you respond to the situation. Are there practical measures you could take? Or are you held back by self-doubt? For example, you may need more time to prepare for a major presentation, improve project management skills, set more realistic expectations or overcome limiting thoughts.

2. Think of a challenging situation at work and identify what you can do that is in your control, what you can influence and what is out of your control. Prioritise your time and efforts accordingly.

3. Become conscious of limiting beliefs or negative thoughts that have over time become a bad habit. They will impact how you feel physically by increasing your levels of anxiety and worry. Replace them with more empowering and helpful statements.

4. Reflect on the challenges and obstacles you have overcome before. What did you do well, and what can you apply to future situations.

5. Do not dwell on past mistakes. Learn from them, decide what you will do differently next time and move forward.

6. Be realistic in your expectations, in the same way that an athlete does not win every race, you will not succeed at every project, bid or deal. Treat setbacks as opportunities to learn from.

7. Engage a coach or mentor to support and encourage you in the workplace, hold you accountable to your goals and celebrate your achievements.

Finally, mental toughness is a strength that can be developed, and the impact for both the individual and the organisation will be significant.

ABOUT ANNA GOLAWSKI

Anna is an excellent, post graduate qualified business coach who has a down to earth, objective and practical approach. She has a natural ability to build trust and rapport with her clients which helps them to get the most from coaching sessions with her.

Anna started coaching over eight years ago as part of her MBA and has enabled numerous clients to achieve their goals and ambitions. She is trained in a ‘Mental Toughness’ psychometric tool to enable clients better manage stress and improve confidence in their abilities.

She specialises in group coaching and 1:1 work for education, corporate and not-for-profit sectors. She brings with her a wealth of talent and experience gained over the last fifteen years in business, including Harrods, IBM and Rolls Royce. Recent corporate coaching clients include CitiBank, Barclays Visa, Oracle, IBM, Capita Symonds and the National Bank of Abu Dhabi.

Be realistic in your expectations, in the same way that an athlete does not win every race, you will not succeed at every project, bid or deal. Treat setbacks as opportunities to learn from.

Choose a coach or mentor to support and encourage you in the workplace, hold you accountable to your goals and celebrate your achievements.

Finally, mental toughness is a strength that can be developed, and the impact for both the individual and the organisation will be significant.

ABOUT ANNA GOLAWSKI

Anna is an excellent, post graduate qualified business coach who has a down to earth, objective and practical approach. She has a natural ability to build trust and rapport with her clients which helps them to get the most from coaching sessions with her.

Anna started coaching over eight years ago as part of her MBA and has enabled numerous clients to achieve their goals and ambitions. She is trained in a ‘Mental Toughness’ psychometric tool to enable clients better manage stress and improve confidence in their abilities.

She specialises in group coaching and 1:1 work for education, corporate and not-for-profit sectors. She brings with her a wealth of talent and experience gained over the last fifteen years in business, including Harrods, IBM and Rolls Royce. Recent corporate coaching clients include CitiBank, Barclays Visa, Oracle, IBM, Capita Symonds and the National Bank of Abu Dhabi.
Organisational Change, its Impact and the Role of a Coach

A Personal Experience

by Anna M Stapleton, IAPC&M Master Coach (UK)

During my 20 year career in the corporate world, I experienced joy and desperation. I experienced two mergers and went from being able to make day to day decisions to having to ask for two signatures before I could order some stationery. It had become very annoying.

Following the second merger, the level of bureaucracy felt stifling and frustrating. The people around me seemed distant and unfriendly. The ex-boss whom I had considered charismatic and a true leader started to ignore me. It was painful and disheartening.

After having gone through the first merger I said to myself: 'Never again. If it happens again, I will leave!' Several years later the announcement of another merger took me by surprise and I started to panic. The thought of going through a repeat of the previous merger filled me with dread. I did remember the promise I had made to myself. However, I conveniently put it to one side with the hope that things would be better this time. This was a defining moment for me. It was also the beginning of a new phase in my life, and several years later, was part of what inspired me to become an author and write the chapter in the book 'How to Win & Keep Clients'.

What was missing was the awareness of the impact of my own attitude towards the whole situation. I needed someone from the outside to shine a light on who I was being rather than what I said or did!

This was a defining moment for me. It was also the beginning of a new phase in my life, and several years later, was part of what inspired me to become an author and write the chapter in the book 'How to Win & Keep Clients'.

The experience has taught me several lessons which include the importance of taking responsibility. I have taken 100% responsibility for my experience. I had allowed myself to become a victim of the circumstances rather than accepting that times had changed and that the economic climate and expectations of the marketplace had altered and thus the mergers.

The other lesson is about the impact of the hidden meaning given to life circumstances. I have become aware of how attached I was to 'the way things were'. I resisted the change and experienced resentment towards the new circumstances. I was not able to separate the facts of the merger from how I felt about it. I took the whole process very personally.

My colleagues also satisfied my social need. They were people I wanted to be and mix with, but our relationship had changed. My attachment to how things were, was stronger than the need to move on.

The other lessons relate to the importance of powerful communication. I struggled with conflict and competition. I felt guilty because I was given jobs that a colleague also wanted. I became aware that the way I was communicating came from a complaint rather than a possibility. It felt as though I had become part of the problem rather than being part of the solution. My actions were no longer making the difference I was used to, and this made me question my effectiveness in contributing to the success of the business.

The impact of change goes beyond the obvious. The idea of the generous salary, pension contributions and the familiarity of the company lured me into staying, overshadowing my memory of all the angst of the previous experience. Also, I was not sure of who I could be outside of that environment; I had grown comfortable with it and saw it as part of my identity.

I was not prepared for the impact of conflict and self interest (or survival) in the work environment. Having new bosses from 'the other side' was challenging. It felt as though they were waiting for me to make a mistake and collecting evidence that I was not the right person for the job.

I now know that the level of frustration I felt was the result of my lack of awareness of what happens in times of change. Looking back, I can say that my ex-boss’s behaviour correlated to the way he saw his own circumstances. He had his own challenges to deal with and, perhaps, he was taking things personally too.

What I can now appreciate is the objective view of the dynamics of what was happening at both a company and personal level. What was missing was a powerful structure to deal with organisational change. Perhaps my ex-boss was not avoiding me on purpose, simply he did not know how to deal with the change and uncertainty himself. I had such a high regard for him that I was disappointed by his behaviour. What I expected of him did not materialise. Perhaps he was dealing with his own uncertainty and issues as an individual that went beyond the role of a boss.
Challenges are part of life and the uncertain times we live in. How can we learn to minimise their negative impact? This is both from a company and the individual’s perspective. I believe this can be accomplished by increasing the level of awareness of the mental and emotional aspects of being part of an organisation; learning how to manage the impact of change by not taking things personally and, at the same time, without invalidating oneself if the circumstances are not favourable to us as individuals.

Finally, especially during times of transition, a coach can make a real difference both at an organisational and individual level. A coach could work with the management team to help employees to manage their responses to the impact of change and take the necessary action to enable them to do so powerfully. And at an individual level the employee could hire a coach to learn how best deal with the transition without loss of power and dignity.

A coach is someone who enables and facilitates the opportunity to relate to circumstances differently and can show openings for action which, at first, may not seem obvious or even available.

Do you dream of starting your own business? I know the feeling deep inside when you want to design a coaching business. You might say to yourself it is a saturated industry, but I say there is room for everyone, do you believe that? I think so and there are many ways you can create a successful business.

The most life assets are your experiences and knowledge. I have seen a lot of people building a business from scratch just by being good at doing something. Saying that in the coaching industry, there are a lot of people earning tons of money without being a qualified coach. I do not recommend that because I think the journey of taking a qualification within an accredited academy will give you the most amazing experience in your life, personal development.

I’ve invested in a personal development diploma, seminars, courses to do what I do today helping women in business. The best thing to do before starting your journey in a coaching business is thinking of What solution you want to solve. Have to think about your own business, ask yourself the following question.

What is the overhaul objective of the business you want to create?

Have a strategic planning before you start doing a lot of things. As a business coach, I see many people making this mistake when they are about to start a business. They jump in and start doing something without actually sitting down and looking at what they want to solve, sell or invest in.
It’s a great way to grow your audience when I decided to start my podcast channel ‘Kingdom Entrepreneur Community’ I invested about the podcast and this was the best decision because I got an opportunity to reach out to more people and grow my audience in different countries. The result of starting a podcast allowed me to create a networking group.

My last tip is to start small, there is a season to everything do not try to do everything at once, remember to be consistent and continue developing yourself. Expect some frustrations; invest in your business, have fun helping people and don’t give up.

Be an entrepreneur can be isolated. Collaboration can open doors to a partnership, affiliation as well an option to work together in a team with other entrepreneurs and companies and at the same growing your business and generates multiple income streams. It is important to the partnership to be in line with the vision and mission of what you want to achieve.

You are active online, you consider joining an online community, there are a lot of groups on Facebook. The online community is great to exchanging and sharing content and marketing your products/services.

This is a powerful and easy way to market your business. The idea is you go to where your target market meets and speak to them. Some events offer an opportunity for you to do an elevator pitch which normally lasts between thirty seconds and two minutes. You will need to go to this type of event, prepared to connect or sell your product or services.

Being part of a community group will provide you with an opportunity to learn, share and connect with other people. There are two types of communities, online and offline. If you want to be consistent and continue developing yourself. Expect some frustrations; invest in your business, have fun helping people and don’t give up.

Creating a Culture of Consistency in Your Firm
by Anne Bachrach (USA)

Without a doubt, one of the hallmarks of successful men and women in business is their ability to be consistent, both at work and in their personal lives. Creating a steady cadence in life allows us to be less stressed, more productive, and to experience a high level of contentment and success year in and year out. While cultivating consistency is not easy, it is an incredible skill that is vital to reaching your full potential.

But what does it mean to be consistent? Is it merely delivering the same quality of service day in and day out? Is it the ability to present a true version of yourself while at work and also while at home? Is it gritty, focused discipline that does not turn back from goals once they have been set? In all honesty, consistency is all of those things and so much more.

Your trustworthiness, your business reputation, your relationships – they all hinge on consistency. A life lived with dependability will be marked with success and accolades. A life that is poorly managed and does not adhere to a code of structure and consistency will quickly devolve into stress and disorganization, both of which are detrimental to the success and strength of a company.

Consistency allows you to accept and provide accountability

A healthy workplace is one that has a solid culture of accountability and collaboration. As people, we work best when we feel safe, heard, valued, and challenged; if standards of success and expectations are kept consistent, it is easy to know if you are living up to the expectation set before you or not.

Consistency gives you a structured way to review progress
In order to measure your success and evaluate if your business trajectory is taking you where you want to go, you need to have consistent results and a documented history to review. You can’t appropriately evaluate business initiatives, client relationships, product launches, or income goals if you have not consistently been tracking progress or providing evaluation points along the way.

Consistency helps you honestly look at things based on data, and not on your feeling of how things are going. Feelings can often lie to us, painting things with rose-coloured glasses, whereas detailed notes and consistent review helps keep us laser-focused on the true picture of how things are going.

Consistency reflects integrity and cements your character.

On both a personal and business level, your ability to be consistent speaks volumes about your personal integrity and the strength of your character. The ability to say what you mean, to follow through with promises, and to work honestly and transparently will attract clients and customers that respect the work you do and that trust you to work with their best interest in mind.

If the people you serve can have that kind of unwavering faith in you and your company and in your ability to do a good job for them, they are more likely to refer you to others, to remain long-term customers, and to pay the rates you request. Not only that, but your personal relationships will be stronger the more that the people you care about are able to trust that you will come through for them when they need you, or that you will follow through on your word when a promise has been made.

Create a culture of consistency in your organisation by creating dependable, clear guidelines for how you want your employees and also yourself to interact with clients and customers. Whether that is a measurable action item list that you can check off each day or a mission statement that unites your team and gives everyone a clear vision to buy into, the important thing is to create something easily understandable that every person that works with you can clearly understand and embrace.

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.

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

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

Coaching is a profession that requires specific competencies, skills and techniques. Best coaches constantly work towards mastering their approaches and tools, learning and exploring more and more so as to offer the best combination for each particular client. The more tools and techniques we master, the more confident and tangible our coaching becomes and the better the results obtained by the client.

Sometimes a new approach, tool or technique is developed and added to the ever growing coaching kit. The continuous expansion of tools which we can use to facilitate the client’s growth and success makes our industry something truly unique, rich and complex.

Another aspect of approaching the coaching toolkit is freedom. We have the freedom to use what is in our kit based on our intuition accompanied by a solid knowledge and practice of the techniques that are specific to our profession. This makes us coaching something equivalent to art, every session being a nonreproducible creation.

There is no right or wrong in regard to what should or should not be in our ‘coaching kit’, as long as it is used in line with the core specifics of this profession. Each coaching school has their own approaches and ways of training coaches how to do the job. And this is what makes out of our industry this unique and rich place I was drawn to in the first place.

Being aware of the complexity of the profession, I feel both a profound responsibility about the claim I wish to make, but also great ease and confidence.

I truly believe there is something that should be in every coaching kit, something in which every coach should be trained – old and young, business coaches and life coaches, those with years of experience and letters next to their names and those just starting out - no exceptions.

All of us should be trained in mindfulness. I believe it is the foundation on which all ‘technical’ coaching skills should be built, if we are to genuinely respect the client’s space of growth, to act as change catalysts and to facilitate the client’s positive results from a place of non-interference and attentive presence.

Many of us are privileged to work with leaders, change makers, entrepreneurs, writers, artists, visionaries, people who care, people who are brave, who are eager to make our world a better place. This is one of the things that make this job so wonderful.

My belief is that the most important thing we offer is our own state of being. It is a place from where everything else starts: what we hear, what we say, what our next question is. And this is the reason why I am at ease claiming that coaches should be trained in mindfulness and that mindfulness should be in every coaching tool-kit.

Mindfulness has been a never ending path of continuous discovery, moment by moment, a way of getting to the core of who you are. Surprisingly enough, the result of being mindful when coaching a client is an ever greater presence to the client and not to one’s self.

Some coaches I interacted with are of opinion that mindfulness should not be thought of as the only right way. I fully agree. Indeed, we need to stay open and curious, we need to rediscover things over and over again. How bizarre and funny it is to know that to stay open, to stay curious, to become free of one’s prejudices and to rediscover things over and over again is exactly what mindfulness is about.

Since coaching is about practice and facilitating positive change, the question is: what precisely does mindfulness offer coaching?

I see at least two angles to approach this question: your clients and you – the coach.

Your client:

Mindfulness offers a vast number of tools you can share directly with the client if appropriate. (Without going into details, just a note that it is important we do not compromise on ‘if appropriate’. Time needs to be right, trust established and permission granted.) All of these tools are practical and tangible, ready made and applicable to the wide spectrum of issues. The tools I find most useful in my practice are based on short meditations and on exercises that promote mindful living. The most important, however, is ‘the way’ of working with the client – a sort of non-judgemental open awareness that stimulates the client to take a plunge into their own consciousness and emerge with a new insight and the appropriate solution to their issues. It also offers the client the possibility to experience each ‘present moment’ as a starting point of learning and growing, whether it is during our coaching sessions or in their life at home and at work. I call it ‘working with the client in the ‘now’ – the happening of the now’. This I believe is a skill. Skill that each of us can learn and master.

You, the coach:

Firstly, mindfulness offers solutions that we can practically apply directly to ourselves when we coach. I remember having a client who spoke very slowly. I was constantly catching myself filling in the gaps with my own thoughts and ideas. Using the mindfulness self-discipline – ‘notice, acknowledge, let go, come back’ – I returned to the moment and to fully listen to the client.

Secondly, mindfulness can be used before and after coaching sessions to support us when we get ready for the session and when we conclude the work with the client. Again, a number of available tools: starting with the ability to centre ourselves, through letting go of what we believe is right for the client, to the way we write down the notes when the session is finished.

Last but not least, mindfulness trains our natural mind qualities of ‘being’, enables us to expand on them so that we get closer to reaching the full presence of awareness. It enables us to bring the wholeness of our being, the most wonderful ‘unity’ of who we are, to the task. It creates ease and flow where, as my teachers would say, ‘all the magic happens’.

I believe that it is our duty, as coaches, to be an example - to be kind, to care, to be brave, to be open, to be curious, to not judge, to be patient, to trust, to honour and to serve. I believe it is a duty not only to our clients, but also to our friends, families and all the people we meet on our way. It is our duty to ourselves and to the word we live in.

We, as coaches, can play a role in this change for the better. At the same time, however many experiences behind us, however many grey hairs, however many thousands of coaching hours and titles, we need to stay humble to the initiation of this process. Always open and ready to learn, to explore over and over again, as if for the first time, seeing and rediscovering the world and ourselves, moment by moment. For this is who we are – moment by moment.
How Anger Coaching can Resolve Conflict in Relationships
by Tanya Heasley (UK)

When couples communicate their anger positively, their relationship will grow positively too. While this may be true, many of us struggle to express our anger properly, let alone communicate it positively. However, two main reasons for divorce, is lack of communication and constant arguing, and yet, two or more people would need to exchange in communication, for an argument to take place. Therefore, it is not lack of communication or constant arguing that causes couples to split – it is their unhealthy, negative anger, and conflict issues.

Considering that most of us will get angry at someone; whether that’s our partner, our children, our boss, or even ourselves, this powerful emotion is usually triggered by the actions, words or the behaviour of another, as well as a deep hurt, fear or traumatic event that happened to us in our past. In other words, when we experience road rage, it is usually displaced anger cause by something that angered us in the past that we had not fully dealt with or resolved. For instance, if you think logically about certain arguments, were you angry at that person or situation? Or was it something else?

Nevertheless, anger is a natural emotion that we all experience and continual to experience from time-to-time. It is an instinctive communication of survival, telling you something isn’t quite right, you are potentially in danger and you need to act. now! It is something that you need to read and understand into your life. This is because it will provide you with the energy you require to get you out of dangerous situations and is essentially part of your instinctive nature to survive; triggering your response to FLIGHT, FIGHT or FREEZE.

Therefore, anger itself is not the problem, it is how we express our anger that play a key role in whether the consequences of our actions are positive or negative. Furthermore, positive anger can resolve conflict in relationships - when used properly. The key is to unlock its primary function, change the perception of it and then relearn how to express it more healthily. After achieving this, conflict resolution becomes easier in relationships and can benefit you to flourish and thrive.

First, to understand the benefits of anger, we need to look at its primary function – survival and understand its mechanisms. In the following text, I will explain how anger first began within you and when you used this powerful emotion for the first time:

Prior to your birth, and for nine months, you were growing peacefully within the womb, blissfully unaware of what was to come. Until finally, it is your birthday, and you were pushed out of that warm and familiar environment that you have only ever known, and physically entered an alien world – something was very wrong, and you didn’t like it.

Instantly, you felt anger; an emotion that you would never have experienced before, and this created a surge of energy within you, triggering your fight or flight response. This activated your instincts; telling you something is not quite right, and you need to act. But there was nothing you could do, after all – you were a helpless baby. However, anger is an energy, giving you the power to communicate your feelings to this new world, and so you began to scream.

A short while after screaming your lungs out, you experienced a familiar sense of tightness (this was someone embracing you, your mother perhaps) and you liked it. It reminded you of the security you had within the womb, and the anger-energy dissipates, allowing you to calm down. Although soon after, you experienced the sensation of emptiness within you. This was essentially your need for food. The emptiness grew, becoming greater and greater and you were powerless to fulfil that need. Again, your instincts told you that without the fulfillment if this need, your survival is in danger. This triggered your anger again and you communicated this through crying. But nothing happened – so your anger gave you a burst of energy, and you started to scream again. Eventually, the emptiness started to fill with something satisfying - stopping you from crying. Sometime after, the emptiness returns, and that uncomfortable sensation had developed again.

Fortunately, you would fundamentally learnt that your needs are met, only after you scream. You would essentially learnt to communicate your anger through screaming and crying, and you’d developed an anger cycle that progressed in the following way: you had a need, you cried, your need was met, you stopped crying. This cycle continued until you learnt to talk.

As you grew, and eventually when you became a toddler, you would learnt many words and felt confident in communicating your needs and wants of those around you, often receiving whatever you wanted. However, while out shopping one day, you saw something appealing: a new toy sitting on a shelf. You reached out to get it, and while holding it this triggered the feeling of joy within you. Your imagination was so strong that you believed the toy was yours. Unfortunately, someone took that toy off you and you instantly felt a sense of loss. You could not understand why you did not have your new toy anymore. This developed an overwhelming multitude of emotions; sadness, hurt, fear - until finally anger. This then fuelled your body, readying you to act. However, you had limited vocabulary and you could not verbalise what you were thinking or feeling; consequently, communicating your anger in an expression that we call a ‘temper tantrum’.

Temper tantrums can stay with us into adulthood, especially when we have a past hurt that triggers our anger in the present. When this happens, our instinct is to protect ourselves and most of us will attack. We then essentially lose the ability to verbalise our thoughts, feelings, and need in an appropriate and adult manner. To learn how to communicate our anger in a healthy way and build stronger relationships, we need to learn the Art of Anger. This can be achieved through using anger coaching as a complementary approach to relationship coaching. This form of coaching will provide you with the opportunity to explore your anger more deeply, allowing you to understand the language of your anger, what your values and needs are and how to communicate it properly. To resolve a conflict and find a solution, anger coaching can assist you in developing strategies to help you establish a course of action. Essentially, anger coaching will help you use your anger in a way that will benefit you positively and allow you to communicate it positively.
To communicate positive anger and resolve basic conflict in relationships, use this simple anger coaching strategy. First, read through the following questions to prepare yourself and to gain a clear understanding of what you feel, think and what your needs are before setting up a clearing process. This process is meant for you to share your thoughts and feelings regarding the specific situation without judging the other person, making them feel bad, or creating a further argument.

1. Begin with identifying how you feel in the moment, name your emotion.
2. Share only the facts about the situation.
3. Summarise why this bothers you.
4. State your wants or needs.
5. Always thank them for giving you the time to share with them.

Ask the person you would like to resolve the conflict with for a couple of minutes of their time and use the following clearing process: the following format is an example of a typical argument that many couples have regarding not doing a domestic job within the home.

1. I feel........ angry.
2. Because...... I have asked you ten times already to take out the rubbish.
3. When........ my Father and Mother had arguments about this, I felt really scared and confused.
4. What I want is...... when I have asked you to do something, and you say yes – please do it.
5. Thank you for listening to me.

Be mindful of your delivery; the tone of your voice, your posture, are you intimidating, aggressive etc. and speak with a calm voice.

---

ABOUT TANYA HEASLEY

Tanya Heasley MSc is a Positive Psychologist and Anger Management Coach at Tristone Coaching (www.tristonecoaching.co.uk). She helps people make personal or professional changes that will maximise their success and prosperity, and to fulfill their potential. Her expertise is unlocking suppressed anger that has caused toxic shame which has cultivated self-limiting beliefs in many individuals. She essentially cultivates the healthy anger within individuals and coaches them in using this powerful emotion to fuel productivity and growth; as well as support the discovery of their inner strengths, develop their assertive communication skills, improve their emotional wellbeing, enhance their creative performance and help them reach their full potential.