A Wacky and Unique Tool to Use With Clients by Ruby McGuire (UK)

A Musical Leadership Quadrant by Rosen Rashkov – iCN Journalist (Bulgaria)

The Coaching Session Model by Gary Gasaway (USA)

Create Learning Tasks to Invite Active Client Engagement by Keith Merron (USA)
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Welcome to yet another exciting edition of the International Coaching News (iCN) online magazine! In our 32nd edition, our theme is Coaching Tools, Techniques & Models for Coaching. This is loaded with content on a variety of relevant topics inspired by coaches to guide coachees to create insight in oneself, define one’s goals, generate new solutions and/or overcome inner and outer obstacles.

This edition is filled with interesting power tools toward greater well-being. It focuses solely on coaching tools, tips & techniques used by seasoned coaches, to aid you in your coaching profession. Look out for Quarterly Column from Keith Merron ‘Create Learning Tasks to Invite Active Client Engagement’. Keith discusses the importance of Learning tasks as a tool used by coaches to keep learning in between coaching sessions. Learning tasks put the client in charge of their own transformation and focus their attention on learning, often on a daily basis, for the weeks or months required to complete a transformational arc. Another noteworthy article ‘A Wacky and Unique Tool to Use With Clients’ by Ruby McGuire. In this article Ruby share a tool with you that has the capacity to change how your client thinks. A tool that can help them to smash their limiting beliefs, blocks and emotions. This tool also allows you to install new empowering beliefs. ‘The Coaching Session Model’ by Gary Gasaway. Gary shares the use of his model creates effectiveness and efficiency throughout the coaching session to keep him and clients focused upon inspiration and determination to transform conflict into positive solutions. ‘Making your Coaching Work Accessible, Interactive and Memorable’ by Barbara Mutedzi. In this article Barbara discusses bringing each of our unique traits and use them to benefit not only ourselves but those we lead, serve and look after and that our diversity allows us to explore, expand and use different tools, techniques and platforms to reach our different and global clientele. ‘How to Choose the Best Model, Technique or Tool’ by Mark Mudford. Mark enumerates the best instruments that are ideal in every situation to increase your connection to your clients.

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.

As we have mentioned in our previous edition, we are doing a series of video interviews with well known leaders, executives, entrepreneurs, CEO’s and people within the world of coaching. As a bonus to our loyal readers, here is our second video, Coaching in Times of Crisis. In this video our very own Maddalena Fumagalli, iCN journalist from Switzerland, interviews Afsheen Ismail-Wey, ICF Board Member and spokesperson for the ICF’s (Switzerland) initiative Coaches for Health Care Heroes, an initiative aimed to offer pro bono coaching sessions to support healthcare professionals working on the front line. Click HERE to know more.

Just like all our other editions, this is not just an interesting read, but it provides you with helpful personal development ideas and professional development techniques to grow your business and improve your lifestyle. I hope you enjoy this issue and do let us know if there are any topics you’d like to see covered in the future.
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It is called Emotional Dowsing Technique, or EDT for short. It is a technique you can use to clear limiting beliefs, emotions and blocks that are keeping you, and your clients, stuck. The founder of EDT, Amanda Peet, says it is a powerful technique using an ancient tool of wisdom.

I trained in this technique with Amanda in December 2019, and I was the world’s first EDT practitioner. One of the ways I use it the most is to help clients to clear money blocks and attract dreamie clients into their business. Who does not want more success?

One client told me that she brought in a new client the day after we had cleared her blocks. I have had other clients open the flow of clients and enquiries, often in one session. In other sessions we have cleared procrastination blocks, overwhelmed, lack of self-belief and so much more.

Now, you may be familiar with Emotional Freedom Technique (EFT), with which there are some similarities. For example, you use words to create change, you don’t have to know what’s going on with the person, you don’t have to explore the trauma. It means your client can feel they are in a safe space. What needs to be cleared is revealed while using the technique. EDT works this way too.

Sometimes people are so surprised by what shows up. Quite often the emotions, blocks and beliefs raised have not, until that point, even been voiced.

For example, I had a client that had self-harm come up. This was something that she hadn’t shared with anybody. Thanks to this incredible tool, she felt she had someone she could share it with. As a result, we were able to work it through and she’s now on a path to recovery. Not something I had even suspected would come up in her coaching session.

This then allows you to collapse that belief much quicker than a lot of other modalities.

Like EFT, there are set words that the practitioner shares with the client, and the client repeats them.

It is a simple, effective and very powerful way to connect with your subconscious mind. Because you are not consciously engaging in all the ins and out of why the belief/blocks are there, you are able to enjoy the process.

Many clients say how much they look forward to their session. They feel excited to clear out more limiting beliefs that are using up their energy. Plus, they find the sessions fun, which is always a bonus!

Quite often clients have no idea what to expect from the process. Yet, they pretty much always walk away with a smile on their face, blown away by what’s come up in a session, and feeling on top of the world. What’s not to like??

Imagine having the following core beliefs. How limiting do you think they would be?

Let’s say you are running your business, and you are about to do a blog post. Your internal story might be that you are telling yourself you’re useless, you are never heard and you are invisible. This story is not going to instill you with confidence, is it? Once that core belief has gone, you will be working from a much more empowered place. You will be ready to go out there and share your message. The same applies to your clients.

As with coaching, you become a bit of a detective to find out what the core issues are. You work through a list of words, emotions and blocks, and then you use the pendulum to guide you on what questions to ask, and what to clear. It seems utter madness to think that essentially a ‘necklace’ of sorts can create such incredible change, but it does! As I have shared, I mostly use it with clients around money blocks in their business, but you can use it in a million and one different things.
The fabulous thing about this tool as well, is that when a block comes up with a client, you can clear it and then carry on coaching. It does not need to take lots of time to clear the limiting belief/block or emotion. You can clear it and get straight back on track.

The other great thing about this weird, yet amazing tool, is you can also combine it with other modalities. Quite often I will ask coaching questions as we delve a bit deeper based on what comes up. I often combine it with NLP (Neurolinguistic Programming) in my sessions.

The other great thing about this weird, yet amazing tool, is you can also combine it with other modalities. Quite often I will ask coaching questions as we delve a bit deeper based on what comes up. I often combine it with NLP (Neurolinguistic Programming) in my sessions.

Don't take my word for it - here's what clients have to say after a session.

Yes EDT seems woo woo – if you don’t understand and if you are not prepared to understand. But it’s incredibly powerful. I had some powerful blocks which I could not seem to surmount and which have held me back for years in business. EDT helped to shift them. I am now way more productive and I have regular work and enquiries about my services coming in. It really worked.

I can’t believe how brilliant I feel after the EDT session. My confidence has returned, I feel on top of the world, much happier. EDT really helps you shift some emotional baggage and become unstoppable.

If you are intrigued, book a session with me, or find out more over on the founder’s website [here](#). I know once you try EDT, you won’t go back to another technique.

I wonder... Will you be brave enough to check out this magical tool that will transform your coaching?

Or will you stick with your theory that I am a little bit crazy? Your call!!

As a Professional Life Coach specialising in conflict, the coaching session is one the most important functions of my business. Without an applicable model, identifying and resolving my clients’ conflict is very limited and not nearly as effective. When I developed this model and my session prep questions over eight years ago, I designed them to be easily implemented and understood as I explain the importance of the coaching process with my clients. (see attachments) As you will also note, the session prep questions match the model. This was done with the intentional use of adding value regarding something visible, such as the model, so that the client and I can go through each step of the coaching session process with simplicity and complete comprehension.

Using both documents side-by-side, we move through each component of the model that are matched with each of the session prep questions. With the session prep questions answered by the client prior to our session via text or email, we have clear expectations of the coaching session. In other words, with this model and answered session prep questions, we stay on-task, are focused, and organised throughout the session. In addition, I will always have copies of the model and the session prep answers provided by the client, along with a business pen (with logo and phone number for additional marketing opportunities) that I supply at each session as so the client can take notes if necessary.

Both client and coach play important roles regarding active listening throughout the coaching session. In fact, so important, on the top of the document showing the model are the words: Listening, Questioning, Listening, Feedback, Listening. Again, most importantly, my role as the coach is to – Listen, Actively Listen.

Many people take for granted that they have the ability to be a good listener. Yes – listen – much different than just hearing. Most people would consider listening to be easy and not much effort required, and therefore thinking they are good listeners – in reality, they are only hearing.

As a Professional Life Coach, I pride myself as an active listener. Unfortunately, the fact is that most people can physically hear, fewer can listen actively. Here is the key – It is never too late to become a better listener – although it does take lots of practice and discipline. When we do become better listeners, it will change us – and all those close relationships in our life. I consider listening as the most important part of communication. It matters because unless you actively listen, you will not understand the complete context of what is being said by the client, thus you cannot properly respond because of overlooked information that is bypassed by not listening. It is easy for most of us to ‘talk’, but when it comes to truly listening, we can all improve and that really has a bearing regarding the relationships we have with our clients.
Here are those questions that are matched to my model:

1. **Open with Purpose**
   
   **What is your most important topic for today?**

   Our purpose for the meeting should be what is most important to the client, not the coach. What does this initiate? It creates purpose. Think about it. Why meet to discuss client conflict if there is no motivation behind it? As it relates to the model, my role is to listen actively to the topic of our session. With the main concern or topic now communicated, we now have a purpose.

2. **Discovery with Fact-Finding**
   
   **What new discoveries have you experienced since our last session?**

   The most important role I play here is to actively listen. Not just the clients’ spoken words, but the emotional presence. It is the client sharing their self-discoveries that are listening for and observed regarding non-verbal’s. Next, I then question the client as to how they feel after their new-found self-awareness.

3. **Involve with Seeking Ideas**
   
   **What is your greatest challenge you are facing today?**

   Again, active listening is vitally important here. Much of the time, by gaining new self-awareness (See question 2.) that opens opportunity for some success, but also additional challenges and that’s where this question comes in. With additional challenges, we, together, can identify root causes of the conflict that the client is attempting to resolve. Now the model changes from listening to questioning first. I question why the client feels challenged and what options they might take to resolve the challenge. Now involved, I listen for responses and what options the client might take. Then I provide feedback as to the options chosen as we, together, seek ideas as to resolving the challenge the client is experiencing.

4. **Agree with Actions**
   
   **What is ONE THING you could do TODAY that would make the greatest impact?**

   This is one of the most important components of our session. Until now, we have discussed the clients’ functions of thinking and feeling in the first three questions, this last question we now move to the clients’ responsibility to take committed action. It is with these completed actions that sets the stage for our next session. The key here is, without committed actions, there is no progress.

Note that in Fact-Finding the model is noticeably clear regarding my role to listen first, then to ask questions for a clear direction. If successes have been discovered, have the client continue doing them. If additional challenges, I collect more information as for us to identify root causes. (See question 3.)

In summary, the use of my model creates effectiveness and efficiency throughout the coaching session to keep both myself and my clients focused upon inspiration and determination to transform conflict into positive solutions.

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**ABOUT GARY GASAWAY**

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

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

Gary also has now written and published five books: The Coach’s Chronicles Trilogy, The Reflection Connection, and his newest book: A Simple Life – Living Less Complicated, has now been released. For additional information regarding Gary and his business or books, go to: conflictcoachingsolutions.com
The world of medicine offers a powerful metaphor for the journey of transformation. In medicine, there are two primary forms of care: allopathic and holistic. Allopathic care, the dominant form in Western medicine, focuses on the relief of symptoms. In Western medicine, almost all illnesses are treated through allopathic means, be they chronic, acute, or temporary. Got a cold? Pop some cold medicine in your mouth. Got a headache? Take some aspirin to relieve the pain. Neither cold medicine nor a pain pill gets at the cause. They just relieve some of the suffering.

Holistic care is about seeking ways of living a healthy life. When faced with illness, a holistic care practitioner will likely seek to find the causes of the illness and restore the person back to wholeness or health. The key question for the holistic doctor is: what conditions are present in the mind, body, and/or spirit such that the symptoms and their causes are occurring or reoccurring?

The basic approach of all holistic forms of medicine is to treat the whole person and to enable patients to step up and own the process. In other words, patients are asked to learn to take care of themselves, and to own their symptoms, both causes and effects. The holistic care practitioner becomes a teacher and guide, while the allopathic practitioner acts more like a micro-managing boss.

The Necessity of the Active Client

This sense of ownership of one’s own growth and learning is crucial to transformational coaching. Owning one’s own patterns as a coachee and the exploration to find and embody an alternative are the essential elements in addressing any deeply rooted patterns. For a transformation to endure, it requires clients to engage in the process much as they would engage in their own healing were they to work with a holistic medical doctor. Instead of buying the notion that the client is a victim of circumstances beyond his or her control, the key is to guide the client to sit front and centre in his life. To be effective agents of transformation, your clients must adopt the attitude that their patterns, conditions and tendencies are their own. And no pill or quick fix strategy will fix that.

Create Learning Tasks to Invite Active Client Engagement

by Keith Merron (USA)

Shifting away from a ‘doctor, please fix me’ paradigm is perhaps the most crucial step in the process of transformational coaching. It entails helping your client not only to see and explore their paradigms, but to believe that they can become an active agent, even the leader, of their own healing. This means setting the right expectations, helping the client become more spacious, slowing down the process, and offering learning tasks designed to help the client deepen her self-awareness.

Learning tasks are offered by the coach as a tool to keep learning in between coaching sessions. Learning tasks put the client in charge of their own transformation and focus their attention on learning, often on a daily basis, for the weeks or months required to complete a transformational arc.

The Necessity of the Active Client Engagement

I came to the notion of learning tasks thirty years ago, having been deeply involved in a spiritual community early on in my adult life. Members of the community practiced self-awareness and being present. At the end of each weekly meeting, our teachers gave us simple daily tasks such as to pay attention to each bite of food that we ate. They also wanted us to be fully aware of our bodies for the first five minutes after waking up. These tasks turned out to be more challenging (and more rewarding) than I expected and became a crucial feature of my learning process.

Many learning tasks are designed for awareness and discovery. Some are designed to experiment with the potential for a breakthrough. An example of this might be when working with someone controlling or afraid to trust others. I might invite such a person to pick a challenging situation and let go of the need to control the outcome. The key in this example is for the chosen situation to be neither too hard nor too easy. If the situation is too challenging, the client will fail. It will be discouraging and possibly reinforce the client’s belief that control is a good thing. If the situation is too easy, it will not be potent enough to disrupt the person’s belief system.

Creating tasks that lead to transforming a client’s personal paradigm requires creativity and clarity on the part of a coach. For clients, it requires courage and a degree of diligence. When imagined and carried out well, such tasks will often lead to deeper discovery that will ultimately ignite transformation.

Four Different Kinds of Learning Tasks

While I have not found a perfect system for when to create tasks for optimal success, I do follow an overall pattern. It looks something like this:

1. Early on, the tasks I offer are observation-oriented, designed to help a client see his own pattern without judgment. Often, this is in the form of: ‘Over the next fill in time frame, please observe your tendency to fill in their typical pattern you want the client to observe.

2. Learning Tasks

Owning one’s own patterns as a coachee and the exploration to find and embody an alternative are the essential elements in addressing any deeply rooted patterns. For a transformation to endure, it requires clients to engage in the process much as they would engage in their own healing were they to work with a holistic medical doctor. Instead of buying the notion that the client is a victim of circumstances beyond his or her control, the key is to guide the client to sit front and centre in his life. To be effective agents of transformation, your clients must adopt the attitude that their patterns, conditions and tendencies are their own. And no pill or quick fix strategy will fix that.
Take notes in your journal every time you do (your typical behaviour). Note the setting, the situation, your thoughts, feelings, reactions, and behaviour. Do this at least (X number of times). Then join me in our next session to discuss what you are seeing about yourself. Please do not try to analyse yourself. Simply observe and take notes.’

If someone is observing their typical behaviour, since they want to change that behaviour, they are likely to sit in judgment of themselves. If they are in judgment, their ego is also likely to be highly engaged, quietly in the background, trying to protect them from the behaviour their ego finds problematic. One of the ways the ego succeeds is to keep people from seeing themselves. It offers rationalisations, excuses, and even distorted self-understandings, all designed to keep some semblance of belief that all is good. By asking a person to simply observe rather than analyse or judge, you are, in effect, attempting to help them bypass their ego defence so they can see themselves more clearly.

Rather than tell someone to try to stop their self-judgment, it is best to invite openness and curiosity. Giving them a positive mandate to observe is very different than asking someone not to judge themselves. When you ask them not to judge themselves, they will often decide that judging is bad and as such they will judge their own judgmental tendency. This, in effect, keeps the judgment function in full engagement. Instead of asking them to stop judging, ask them to observe openly and with curiosity. The positive assignment can and often will more easily bypass their ego.

After multiple tasks designed for observation, the next set of learning tasks is typically designed for insight. They can be readings, examinations of patterns, curiosity about the causes of patterns, self-reflections about patterns, etc. Insight is best done after observation.

During this part of the session, we are mining gold from the task. Here’s how it often occurs.

After the usual greetings and check in of the clients’ state as they come to their sessions, I ask them how their learning tasks went. They share what they did and what insights or observations emerged. As they do, I listen, offer my perspective, and invite more deepening through questions. So much evolves naturally from there that it is hard to describe the next steps. They include anything from further psychological exploration, identification of stuck points, practice through role-playing, insights about their paradigms, and further opportunities for learning through more tasks.

While I rarely give advice (or at least I try not to), I do offer perspective. The ability to help a client frame or reframe their experience or make sense of it through an alternative perspective is one of the most powerful things we can do as transformational coaches. Through this, our clients learn to see themselves differently.

The final set of learning tasks is often designed to ingrain new habits and solidify new insights.

Debriefing Learning Tasks

The design and implementation of learning tasks tells only half the story for how powerful they can be in the journey of transformation. Equally important is how you discuss the lessons learned from the tasks. Almost all sessions end with some kind of learning task and begin by going over what the client learned or discovered through the previous learning task.

The next set of tasks are usually experimental in nature and occur as the next stage of the transformational journey. An example might be to say to someone who is uncomfortable with conflict, ‘I’d like to suggest that you identify three people in your life with whom you feel tension and want to resolve that tension. Pick people with whom it might be easy. Later, you can try it in more difficult situations. Then follow the steps we outlined earlier and observe what happens.’ Note that it is important early on to pick easier situations, so the client feels a sense of success. That success will embolden the client to want more. It also helps them to build skillfulness before going after bigger and more challenging situations.

The last set of tasks are often designed to help a client frame or reframe their experience or make sense of it through an alternative perspective. This is one of the most powerful things we can do as transformational coaches. Through this, our clients learn to see themselves differently.
In an environment of dynamic changes and fast growth, the challenge for her is to find a way and engage her team and turn them from the creators of chaos (each with their own plan) into a like-minded crew of believers.

‘It seems like an orchestra in which everyone plays their own tune.’ I returned an observation to Alex. A sudden spark appeared in her eyes. ‘Indeed, we are!’ So was born a great metaphor, which we have developed during the conversation into 4 leadership roles. Using each of them, the manager would successfully turn the chaos of her team’s ‘sounds’ into harmony. But what are these roles?

The Composer
How does the ‘music’ inside my head would reach the people who are supposed to play the music? This is the second question a leader should ask herself. It leads to the logical sequel – ‘what would be the musical notebook for me and my team?’ Or how the things we would give to our people to be properly informed so we could be not only on the same page, but also being able to ‘play’ the very same tune, at the exact same tempo.

And what is the first question? In my opinion - what is the music in my head? Because, being in the role of ‘composer’, building the vision and strategy for her team, the leader must first clarify whether she will play opera or jazz, what musicians she has available and able, etc. The role of the composer requires the manager to think through and become clear for herself with the melody, before writing it down.

And when she passes it on to her people, she needs to get out of the role and be...

The Conductor
‘We do not conduct orchestras. We conduct people.’ William Reveli’s thought applies to managers as well. As conductors, they set the tempo of the already composed melody. They are expected to listen more - to hear the false tones in their orchestra. In the work of the manager, these are the ‘dirty YES’ about commitments, the desire of certain people to ‘play’ solo or in their own ways, regardless of the decisions made in the team, etc.

‘Chaos! Chaos begins to affect and rule me. I create drama with myself because I start looking inside of me for a guilt, not for solutions. My real goal is to manage the chaos.’ - This is part of the request for a coaching conversation with Alex, director of production at an international company.

In an environment of dynamic changes and fast growth, the challenge for her is to find a way and engage her team and turn them from the creators of chaos (each with their own plan) into a like-minded crew of believers.

The Soloist
Then, sometimes leaders need to set a personal example. And they take on the role of soloists, part of the orchestra. For a manager, these are the moments when she is a part of a larger team, does operational work (in the company or with clients), mentors and develops her own people. The keyword here is ‘together’ and the relationship is more a partnership than leadership. And sometimes this role becomes a trap for managers who try to do everything themselves. When you are a ‘soloist’ in your team for too long, you will burn out and the people you play with, will leave disgruntled.

To prevent this from happening, it is important to use the role of...

The Spectator
These are the moments when you get off the stage. You tend to watch and listen how the team is performing your melody. The spectator will give her feedback with applause or will make the necessary adjustments in the performance. You see how your work ‘sounds’ in the larger organisational symphony. Thus, you will be able to return to the role of composer and change the melody, change the tempo as a conductor or as a soloist to play another part, maybe another instrument (project). Which makes you think...

What would your work look like when you look at it through this musical metaphor? A quick exercise you could do - estimate how much time you are spending now in each of the four positions. Where are you staying longer than you should, where are you staying not long enough? And what are the results for you and the team?

And what are some of the changes you could make, that will create your own harmony?
IAPC&M Weekly Bulletin
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Does your Client Need an Upgrade?
by Richard Boston (UK)

Most coaching clients are facing increasing amounts of change, complexity, uncertainty and ambiguity. What if there was a simple but highly effective way to help us all – clients and coaches alike – to ‘upgrade’ our capacity to deal with all that complexity?

Have you ever had a sense that some of the people you work with seem to be at a different stage in their development than others? Perhaps they are quicker to find patterns and carve a path through the complexity, or more able to step back and see situations from a different perspective, or more willing to question their thinking, their values and even their own identity.

In Upgrade, Karen Ellis and I look at those differences in terms of four mental capacities that we all rely on to deal with complex, fast-moving environments:

1. Sense-making to find patterns and clarity in the mass of complex, interconnected data that assail us every day
2. Perspective-shifting to ‘zoom out’ to see things from different points of view
3. Self-relating to understand and manage ourselves, and drive our own development
4. Opposable Thinking to notice, understand and work with opposing ideas, positions or values

All of us have all four of these capacities. We just vary in our ability to use them. In Upgrade, Karen and I differentiate between a number of different levels in each capacity. Each is a massive step-change in how people think about themselves, the world, and everyone and everything in it. Each ‘upgrade’ from one level to the next makes us better at handling ‘VUCA’* situations; better at handling transitions into bigger, more complex jobs. When you and I come across clients who are struggling, stuck in a rut, plateauing in their careers, or repeating counter-productive behaviours time and time again, they are almost certainly in need of an upgrade.

Understanding what level we and our clients are at makes a huge difference to the quality of our coaching. It helps us meet them where they currently are, and helps us help them progress to the next level – should they wish to do so. The levels are rooted in the hard science of adult development**.
So, there is real rigour to the case studies, tools and exercises we’ve offered in Upgrade. But you don’t need the book or an appreciation of the levels to use the capacities as a powerful tool in coaching.

The simplest, easiest way to use them is to ask your clients to look at the challenges they are facing using each capacity in turn. Each sheds a very different kind of light on the situation. Each generates a different line of inquiry. Each suggests different kinds of coaching questions and different coaching tools, many of which you will already have in your toolkit.

Where might this fit into your current coaching practice? At whatever point you are encouraging the client to share, explore or assess their perceptions, beliefs and assumptions about the challenge they are facing, before you move to potential solutions. For instance, if you are familiar with the GROW model, then you would draw on these four capacities for a deep, rich exploration of the R – the client’s current Reality.

The spiralling image below shows one of the most impactful ways to work through the four capacities, starting at the bottom and working our way to the top.

Many clients will follow this route quite naturally, but with your help they will do that work more consciously, artfully and effectively. In the image above, you have a potential opening question for each of the four stages. You may well feel happy to take it from there, asking your own questions and using your own tools to deepen the exploration.

Key, of course, is to challenge the client’s current beliefs and assumptions, helping them develop a more sophisticated and enabling ‘mental model’ of the problem so they can find a way forward that they might not have found otherwise.

However skilled you are as a coach, you might also find the following suggestions useful:

1. **Sense-making:**

   Where might this fit into your current coaching practice? At whatever point you are encouraging the client to share, explore or assess their perceptions, beliefs and assumptions about the challenge they are facing, before you move to potential solutions. For instance, if you are familiar with the GROW model, then you would draw on these four capacities for a deep, rich exploration of the R – the client’s current Reality.

2. **Perspective-shifting**

   When asking clients to take a different person’s perspective, ask them to stand up and move to a different chair or place in the room – even if you are working virtually or over the phone. Very, very few people will truly step out of their own fixed perspective unless you physically move them.

3. **Self-relating**

   Ask the client to name at least three emotions they are feeling with regard to this situation. Then explore the causes of these emotions. Be sure to explore the opposing beliefs, ideas, values and agendas within your client, as well as those around them. Most of us have internal dilemmas, conflicts and inconsistencies. As with all coaching, it pays to be patient and probe far beyond your client’s first answers when it comes to Opposable Thinking.

4. **Opposable Thinking**

   Looking at the image above, you will notice that, when we have been through the four capacities once, we spiral back around to Sense-making. It won’t be the same Sense-making, though. The work you have done already will have greatly refined your client’s understanding of the situation and the challenge they are facing. I would recommend asking them to share their revised ‘map’ of the problem, perhaps even updating their drawing or creating an entirely new one. Then, you will be in a really good position to start working on potential solutions. You will find those solutions come quickly and easily and are much better quality than they would have been otherwise.

Ultimately, one of the benefits of coaching is the way it helps clients get better at solving problems for themselves. These four capacities work like muscles. Using them in this structured, explicit way gives those muscles a really good workout. It means they will be stronger the next time your client encounters a challenge. So, just by adding these four capacities to your normal coaching practice, you will have been giving your client an Upgrade.

**FOOTNOTES**

* VUCA: Volatile, Uncertain, Complex and Ambiguous

** For example, the work on ‘adult constructivist development’ by the likes of Robert Kegan, Bill Torbert, David Rooke, Elliott Jacques, Jennifer Garvey Berger and Terri O’Fallon.
This is where the technique EFT (or Emotional Freedom Technique) comes into my coaching practice. I trained to be a performance coach with NLP (Neuro-Linguistic Programming) skills, and despite the fact that NLP is a wonderful tool to help get over past trauma, it is sometimes not enough. And here is the reason why: whenever we experience a traumatic event (it could be a single event or something that is repeated), our body registers it somewhere, together with the emotions that we felt at that particular moment in time.

As the majority of us are extremely resilient, even if we don’t admit it, we can often tend to ‘just get on with life’… until life decides to remind us of a particular traumatic event, in the form of a limiting belief, lack of self-esteem, self-confidence and/or self-love, for example. Depending on what we experienced and on our individual capacity to heal, a normal coaching session can be enough to accept this, process this and move forwards.

In my experience as a coach, there are times when more traditional coaching methods simply don’t work for deeply embedded trauma because the obstacle pops up further down the path the client is on.

Such methods are great for shining the light on the problem and pulling off various layers to get to the heart of the matter, but can leave us frustrated as coaches, like we have not been able to get to the stage of complete closure.

Imagine that you are coaching a client and each time you start talking about her limiting beliefs or the things that are holding her back, she begins talking about her fears, related to some childhood memory that has come back to haunt her. You are not a psychologist, you are not an expert in childhood trauma, yet you really want to help her get over this, as you both know it’s what’s stopping her from moving forwards.

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The process of tapping on meridian points is intended to send signals to the brain, to help it regulate any physical and emotional reactions affecting health and well-being. The physical stimulation of acupoints is thought to create electrical and chemical signals in the brain that are thought to help normalise cortisol levels and balance the sympathetic and parasympathetic nervous systems, thus reducing symptoms of depression, anxiety, and post-traumatic stress, among other issues.

The Benefits of EFT

It has been found that EFT leads to a 68% decrease in physical problems, such as pain and disease, and a 45% decrease in psychological problems, like anxiety and depression, fear and phobia.

As you may realise after reading the description of the technique below, the results can be very quick and it sometimes only takes one EFT session to bust through a client’s blockage and move forwards. This has happened to me a few times, when I introduced EFT during a particularly difficult coaching session. 30-40 minutes later, the client felt a great sense of relief and inner peace, and was able to shift her mindset.

How EFT Works

So, how does EFT work? One of the wonders of EFT is that you can practice it alone, without any former training, whenever you feel stressed or anxious about something relatively minor.

The following steps are to be followed if you are doing this alone. They will vary if you have an EFT session with a practitioner, as he or she will be trained to deal with trauma and much deeper issues. Part of his or her expertise is the ability to create many different reminder phrases and to introduce them at the right time during the tapping process. He or she is also trained to bust through a client’s blockage and move forwards. This has happened to me a few times, when I introduced EFT during a particularly difficult coaching session. 30-40 minutes later, the client felt a great sense of relief and inner peace, and was able to shift her mindset.

There are 7 steps to the self-help process, and it is important to follow them in this order:

1. **Recognise the problem:** First of all, you must identify your problem. It can be physical or emotional, but focus on the issue that is troubling you, for example feeling stressed about losing clients due to lockdown.

2. **Create a reminder phrase:** After identifying the issue, make a short phrase that summarises your problem. Fix it in your mind, so you get focused during the rest of the process, e.g. I am really stressed about losing clients due to lockdown.

3. **Rate the issue:** Now, rate the intensity of your problem on a 0 – 10 scale and understand how important the issue is. 10 indicates that your stress is through the roof. It is not uncommon for my clients to begin with an intensity of 8 or 9.

4. **Set up an affirmation:** Create a self-affirming statement, which is positive. Repeat the statement frequently so that you will feel better when you think about your problem. For example, ‘Even though I am really stressed about losing clients due to lockdown, I deeply and completely accept myself’. Repeat the statement as you tap on the meridian points mentioned below, in step 5.

5. **Perform the tapping sequence:** The tapping process should cover all the 8 meridian points of your body in the following order. You will begin with the top of the eyebrow, then move to the side of the eye, under the eye, under the nose, under the chin, under the collar bone, under the arm, and finally top of the head. The tapping must be very gentle but it should be constant and firm taps. Use your index and middle fingers to tap.

6. **Re-rate the issue:** Now, rate your issue on the same scale from 0 – 10. The aim of this reassessment is to see how much better you feel, and to ideally reach an intensity of 1 or 2 maximum.

7. **Repeat the process if necessary:** If you still struggle with the same issue, you can either change your affirmation statement with some more positive sentence and/or repeat the whole process again.

How to Become an EFT Practitioner

To become a practitioner, you need to train in levels 1 and 2 of EFT. If you are interested in training in order to help yourself, friends and family, then level 1 is enough. I trained with one of the best practitioners in France (as I live in the southwest of France!), and each level required 3 days of intensive training which combined theory and practice. Requirements may vary from country to country, so you will also need to make enquiries where you live.

There are more and more online self-learning opportunities, but I highly recommend you do this in person or at least online with the trainer. Lots of emotions came up for me during the training, as we were asked to practice on ourselves and other people. Having the trainer and other trainees in the same (virtual) room was a great help and comfort for me.

Here is a useful link for more information about training if you are based in the UK: https://eftinternational.org/eft-training-courses-united-kingdom/

As always, I hope you found this article of interest – I personally believe that the more modalities we have as coaches, the deeper we can go with our coaching practice and clients.

Sarah Haté is a trainer, public speaker and certified professional life coach. She has a passion for giving her clients the space they need to reconnect with themselves and rediscover their authentic self, in order to transform their lives. She is the creator of a private, online community, Harnessing Your Potential, to empower coaches, therapists, teachers and small-business owners to heal their past and reach their full potential.

Sarah created So Free Coaching, to offer one-to-one sessions, group sessions and workshops. As she lives in the south of France, her clients are both French and English-speaking. She trained in Development Coaching with NLP (Neuro Linguistic Programming) with Simply Changing Limited, and is also a qualified EFT practitioner. During lockdown, she recorded several guided meditations to help her clients who were struggling with negative emotions, needing to calm their mind and get grounded. They can be accessed on her YouTube channel (see link below).

Email: sarah@so-free.life

Harnessing Your Potential: facebook.com/groups/619590185000061

YouTube: https://www.youtube.com/channel/UCmvCw3oLcGh1vD56bcM6xw
Making your Coaching Work Accessible, Interactive and Memorable
by Barbara Mutedzi (Zimbabwe)

Use what resonates with you:
I was introduced to the word intersectionality in my graduate classes in Medical Anthropology. The word allowed me to go beyond an understanding that as human beings, we are all different through the many and unique experiences we have in the way we have been raised and in the different global spaces we are in.

What I loved about this word, is that it expanded my own world in a way that allowed me to embrace all of whom I am, not just parts of who I thought I was. The excitement it brought to me was an experiential feeling that we are limitless beings full of potential; and when that potential is ignited along a clear and focused purpose, we can achieve much more than most of us are aware of.

You see, I do believe we are all spiritual beings living a human life. As unique human beings, we all experience the world differently, yet the same. We get to bring in each of our unique traits and how we have been and are influenced by their society and culture. Neuroscience helps us understand how the brains literally draw out reflective parts of the clients’ emotional experiences, looks at how clients have been and are influenced by their society and culture. Anthropology, the study of people and culture, looks at how clients have been and are influenced by their society and culture. Sciences like Anthropology, Psychology, neuroscience and medical anthropology as well as neuroscience and consciousness.

Use what you love as a springboard:
The sciences of consciousness are my love and joy. Psychology helps us look at the individual person at their core. Anthropology, the study of people and culture, looks at how clients have been and are influenced by their society and culture. Neuroscience helps us understand how they are the person they are today and how they can take advantage of their minds and brains to be the person they need to be, whilst being supported by what their higher belief system is (spiritualism and consciousness).

Make your services easily accessible:
The world is so much bigger than any of us can ever imagine in terms of accessibility, knowledge and understanding. It is an exciting time to embrace this through the many coaching platforms, programs and tools that we can use to expand our reach. What works, is to find what excites you, and use that as a springboard to coach your clients. I personally lean on the sciences. Let’s start with how we can make accessibility easier, and then move on to what and how scientific methods help us connect and coach internationally:

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Make the coaching process active:
The more self-aware we are, the higher our emotional intelligence (EQ). The more we expose ourselves to different worldviews, ways of living and thinking, the more we compare, contrast and expand our own selves. But this is just the beginning. As you know, knowledge is not power. It is potential power. It is the positive, and forward moving action that you take with any knowledge attained, that makes it powerful. This is the same as EQ. We need to positively use it in the different life scenarios that we find ourselves in. The more we use it, the more emotionally agile we become in any situation.

Expand your offerings:
When it comes to the main coaching programs, I have created 3 types of platforms for engagement because we all have unique ways of learning and growing.

These are self-administered, self-directed and direct coaching. Self-administered are accessible as online courses. Clients sign up, pay and begin the course right away and at their own unique pace. Everything is already set up on the Course craft dashboard.

With Direct-coaching, everything is also already set up. The client can start at any time. The difference here, is that at the end of each section, the client is instructed to email their corresponding worksheet to me for any comments and email support. The third offering is Direct coaching. It includes in person or online phone or video calls over the course of the chosen program. The value that direct coaching brings is a deeper coaching relationship that is available for both individuals and groups.

All of the above, creates the foundation of the business: easily accessible with limited effort, suitable for different audiences with different learning preferences, and inclusive of the beautiful diversity that is all of us. So, for you: How else can you make your own programs and classes accessible and inclusive to the diverse beings we serve around the world?
The worksheets look at exploring who we are as individuals at the core, what drives us, where our psyche is relative to where we want to go, what blockages and accelerants are in our environment, whilst opening us up to many different perspectives, worldviews and examples embedded in Western, Eastern and African philosophies of leadership. The more tools we use, the more self-aware, the higher our EQ, and the more opportunities we have to expand on our emotional agility.

**Craft unique protocols:**

With the above disciplines and philosophies, I carefully crafted, an easy to follow process to help clients Define, Design & Display their life purpose. Using a lot of mainstream psychology tools such as the Maslow’s Hierarchy of Needs, the Ikigai, Obituary, Rivers of change and Leadership self-assessment tools; we define with as clearly as possible the clients’ life and business purpose.

As my coaching philosophy revolves around my clients being the directors and managers of their own lives, we Design or create a ‘roadmap’ using an organogram to create a life strategy, as any organisation would do in building their business. I am big in business, and so business tools make a lot of sense to me and so I share and use these for easier follow-through and support.

Once our purpose is clear, the questions we ask are centred on asking: what each ‘department’ in our lives needs to look like to make sure everything is aligned. These ‘departments’ are holistic from self-leadership to lead others; business leadership to grow; time and financial management, to legacy, generational wealth, wisdom and relationships; from mental, physical and emotional health, to spiritual and conscious growth.

We put systems, processes and habits in place that we practice to make sure we are staying on track with all areas. The more we practice these habits, the more we cement them in. Neuroscience, keeps us focused on the things that makes our minds and brains extend beyond our own psychological, sociocultural and self-limiting beliefs.

**Bring it all together:**

The beauty about using these scientific methods is that they are ever-evolving with lots of literature from around the world. My graduate training was focused on research, and so I love to collect information, break it down for everyday use, test and share it in the worksheets as needed. We can never coach, serve or lead others to a higher level to which we ourselves are, and so the more we evolve as coaches, the more our clients also evolve.

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Do not limit yourself, use what resonates with you, make your service easily accessible, explore and test what is on offer, expand your offerings in different ways, think beyond your immediate geographical environment, make the coaching process active and focused on your clients at the center of it all, find what brings you joy and energy and use that in your coaching process as you create unique and authentic protocols that see you and your clients step into your purpose with love, joy and fulfillment! Here is to wishing you well on your coaching journey.

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**About Barbara Mutedzi**

Barbara Mutedzi is a Conscious Leadership Coach trained in Neuroscience-based coaching (study of the mind and brain for higher performance; a course accredited by the International Coach Federation – ICF) with a background in Health and Community Psychology; Sociocultural and Medical Anthropology. Running a boutique coaching practice, Barbara is a Transformational Speaker, Leader and Author; a Human catalyst, whose purpose is to help you identify, harness and control the power you have within, to live your full purpose. Specific to Business owners and Leaders, Barbara focuses on sharpening their Conscious leadership skills for higher performance, impact and profit on purpose.
How to Become a Master in your Expertise?
by Valentino Virsescu (Romania)

Over the years, as the technological leap and the fast-paced evolution of our society has been putting more pressure on our daily lives and profession, more people than ever turn to self-development and coaching.

Due to the challenging times of this year, people have been shaken from the usual status-quo, ultimately facing obstacles and confusion both professionally and personally.

People having a better understanding of themselves, their skills and abilities, with a sturdy set of expertise can overcome more easily obstacles and flourish in whatever they set their minds to.

This last year, according to statistics, self-development sales have been on the rise, with 2020 setting records-high sales in this category. How can one have a better understanding of one's skills and abilities? How can one merge one's passion with the innate abilities, skills and profession?

As you may already know, experts are better at what they do – hence are better paid, get access to more clients, and so on, when they have a clear understanding of their skills and abilities, and merge them into a 'system' or product that includes their passion into their profession. Lately, there have been a few guidelines on how to get clarity on why and what we do: Maslow’s ‘Hierarchy of needs’, Simon Sinek’s ‘The Golden Circle’, just to name a few.

These are the guidelines specially designed to get clarity in what you do, why you do it and how you do it. These guidelines will give you clarity on what skills to use, which of your innate abilities are most useful and how to merge them with your passion in a comprehensive ‘system’ or technique that taps into and brings forth your potential.

Forge your Foundation
Your experience, values, skills and abilities are the foundation of everything. The foundation is of extreme importance in everything you want to do. As such, compress your past experience to its essence. Summarise your most important experiences down to their core and extract what you’ve learned, what skills you have acquired and what abilities you’ve tapped into.

The more compressed the experience, the more solid you build your foundation for the next step.

This is like the difference between eau the toilette – which has 5-15% pure perfume essence and eau the perfume – which has 15-20% perfume essence.

Now that you have extracted the core of what you have learned from your experiences and identified how each experience changed you, write down all abilities and skills you have become aware of. This list of skills, abilities and traits are the essence of your foundation.

Review it and see if you can narrow it down to fewer, more essential skills, abilities and traits. Make that eau the toilette into eau the perfume, it’s your unique value and expertise in its most way.

Hone your Foundation
Now that you have ‘distilled’ your wide range of skills, abilities and traits into the ‘essence’ of your unique value, it’s time to get accustomed and attuned to a more aware use of it. Put it to use in the most focused and straightforward possible way. Frequently put to use the essence of your foundation, your unique value. Frequency of repetition strengthens your foundation, your clarity and confidence.

STEP 1

There are others who can be the most proficient experts in their niche. The best fishing rods maker will sell him the fishing rod, the best bait farmer will sell him the baits, etc. The best fisherman needs just one skill to excel at fishing: knowing what the fish think and they are swimming patterns. He does not need to know how to make the best fishing rod, how to grow the best bait, or to row the fastest. All these things can be done by others.

STEP 2

There are tens of thousands of species of fish, there are so many rivers and lakes, in how long a time will the fisherman know everything, you may think. This is the other meaning the saying ‘one skill to eat your fill’ wants to relay: one skill is enough to learn and hone it for a long time. Pursuing one skill to perfection is enough to ‘fill’ yourself for a long time.

STEP 3

Now that you have laid down the basics of your foundation, that you have grown accustomed to using your core skills and abilities in a conscious manner, it’s time to choose a path: it’s time, like the fisherman, to strip down all other things that divert your time and attention, it’s to focus on the fish and leave the baits, fishing rods and boats to someone else.
From your core skills, abilities and traits, choose one that is best in your profession. One that is best for you. Choose one that is ever-present throughout your experience, that is fundamental to your foundation. And hone it, master it.

**STEP 4** A skill into Passion
Put your heart and mind into practicing the ‘one skill to eat your fill’. This skill must be part of what your passion is. It might be even your passion itself. Either way, only if you love ‘doing’ this skill it will not become tiresome, tedious and hard. This ‘one skill to eat your fill’ should be something you love doing. Something that you do naturally.

If it does become tiresome and you find yourself having some resistance to using this skill into your practice, you should go back to 3rd Step and choose again. If it is your profession that becomes dull, maybe you should start thinking about a new career.

**STEP 5** Perseverance is Key
Why are there few experts who rise to prominence in any other industry or profession? Because we live in a fast-paced environment, where patience is a virtue and perseverance has become a rare trait. All experts who rose to prominence have at least this one thing in common: they persistently persevered in doing what they love to do. Only later, over the years, when they ‘honed’ they are skill to mastery were they acknowledged as masters of their craft. Progressing everyday leads to a qualitative change. After a while, success is assured.

**STEP 6** Master of your Craft
Turn what you learn into a system. The ‘one skill to eat your fill’ is the centre piece - everything spins out from it, all other skills, abilities, theories, practices stem from it, or are complementary to it.

For example, Simon Sinek’s whole activity stems from the simple yet stunning concept of ‘Why – What – How’. He does corporate work, conferences about motivation, marketing plans, etc – all with the ‘Golden Circle’ ability at its center. Steve Jobs’ all activity stems from ‘beauty and creativity’: Apple Computers, iPhone, iPad, Pixar – all have this concept at the core of their products.

You can use these 6 steps into re-forging your professional expertise, into creating a coaching system, into developing your passion in a practical way, into counselling and consulting.

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**The ARC of Coaching: Authentic, Responsible, Courageous**
by Richard Boston (UK)

What if three seemingly-simple words could open new doors in your coaching – not just for your clients, but for you as a coach?

ARC has come full circle for me. It started as three words that summed up my own coaching approach. Then I realised those same three words summarised the challenges most leaders were bringing to our coaching sessions, action learning sets and leadership programmes.

Think about it: what coaching challenge isn’t, at its heart, a difficulty relating to one of these three things?

- Being Authentic – e.g. living up to our values, being our ‘true’ selves at work
- Being Responsible – taking on too much or too little, handing it to others, competing priorities, etc.
- Being Courageous – overcoming our doubts and fears to do what needs to be done

And then there are the challenges that involve more than one of these ARC Qualities, or the tensions between them. For example:

- ‘Do I take bold, entrepreneurial risks or tread the responsible path that protects what we already have?’ – Courage vs Responsibility
- ‘Do I tell the boss what I really think or keep quiet so I don’t risk the job I rely on to feed my family?’ – Authenticity vs Responsibility

The more ‘VUCA* the world gets, the more relevant these three ARC Qualities have become. In 2020, when the world was first reeling from the spread of Covid-19, I ran a session on ARC for members of the European Coaching and Mentoring Council. They cited a whole range of reasons why Authenticity, Responsibility and Courage are particularly relevant in such challenging times.

One key reason, they said, was because of the role these three ARC Qualities play in building and maintaining trust and psychological safety – particularly important in a world where so many people are working from home, juggling competing professional and personal Responsibilities, and feeling anxious and vulnerable.

We need Courage to weather uncertainty, the coaches said, and to adapt to new ways of working and come up with new business models. And it’s when we are at our most Authentic, Responsible and Courageous that we and our clients stand up for what we feel is morally right in the face of opposition or callousness at work.
It’s that same blend of Authenticity, Responsibility and Courage that prompts clients and coaches alike to ask themselves tough questions about the ways they have been living their lives, and make some big choices about the way they want to live in the future.

**ARC as a coaching tool**

Not one of these three ARC Qualities is new. What’s new and critically important, is using all three together. Place them in a triangle and you have a simple, intuitive tool that helps clients see quickly to the heart of any challenge and find a constructive way forward.

Take Nicola Masters, head of the Grand Appeal, a charity in the UK that raises money to treat sick children. When her coach asked her, quite simply, what the ARC triangle meant to her, she realised she and her team were deeply Authentic and overwhelmed by their sense of Responsibility. What was lacking, she said, was Courage.

That one ‘aha moment’ prompted a change in the whole team’s approach that not only helped them out of a rut but transformed the charity forever. They challenged themselves to be bolder. The first sign of that was Gromit Unleashed, an event that changed a whole city, was voted Tourist Event of the Year and raised more than £2.3 million (US$3m) – far more than they would raised in the whole of any previous year. They followed that with other events, too, both in the UK and overseas, and even attracted members of the royal family. Not bad for a tiny charity and a simple triangle!

You will find you already have plenty of tools in your toolkit that you are already using to help your clients be more Authentic, Responsible and/or Courageous. You will find ARC-inspired coaching questions flow easily, too. Here are just some of the questions my team and I have come up with that other coaches have found useful:

- **Authentic:** What do your values say you should do? How might your values be working against you? What would the best version of you do? What feels true to you? If you’re really honest with yourself, what’s really going on here? Where do your reactions to this situation really come from?

- **Responsible:** What’s the ‘Responsible’ thing to do here? What are your responsibilities in this situation (formal, informal, felt, etc.)? Which responsibilities are in conflict here? To whom, or what, are you and the other people involved ultimately Responsible? What responsibilities could you let go of in order to resolve this situation? What’s the most sustainable way forward for everyone concerned?

- **Courageous:** What’s the most Courageous thing to do here? What are you afraid might happen? What evidence do you have that those fears are not justified? What do you need to grasp or let go of in order to move things forward? If you swallowed a Courage pill, what would you choose to do differently?

**FOOTNOTE**

* VUCA: Volatile, Uncertain, Complex and Ambiguous
Out there, in the ‘real world’, it seems as if every website or social media group is showcasing a new tool, approach or solution...or building on the success of a prior one. So, which instrument should you choose?

Here’s a couple of things I keep in mind when considering this very question.

**Knowledge and Ageless Wisdom**

Truth is eternal. And there appear to be a set of principles that are, likewise, timeless. This is evident in written records dating back thousands of years: from the Far East, the Confucian Golden Rule of never imposing on others what you would not choose for yourself; or Buddha’s dangers of attachment as he pursued Release from Suffering; through to ancient Greece and Zeno’s paradoxes, we see principles that remain relevant today. And there are many other examples. From the modern focus on building resilience, which is rooted in the Stoicism of Marcus Aurelius, or our modern understanding of Mindfulness, where we can see elements of the ancient practice of Mediation.

However, in a world where the speed of technological change is ever increasing, it can sometimes feel that everything is new. And urgent. Even chaotic. Because of this, we may forget we are only really discovering our new awareness of the principle—that these truths have already guided leaders for millennia.

Our modern world has created a shift in our approach to these principles. While in many cases we now have better insight into them, there has also been innovation in the way we apply them.

Stephen Covey identified this phenomenon. For most of our written history, he saw examples of character ethic—basic principles of living, integrated into one’s character. He then noted that, early in the 20th century, the literature shifted towards what he called the personality ethic—which considered success to be a function of personality, of skills and techniques. These techniques could either be applied externally to a given situation, or internalised in the form of ‘positive mental attitude’.

Whether our client chooses to work within the character or personality construct, Sir John Whitmore also reminds us that ‘coaching and high-performance come out of awareness and responsibility’.

How to Choose the Best Model, Technique or Tool

by Mark Mudford (Australia)

Choosing the right model, tool or technique is not easy.

Coaching Radio International specialise in all aspects of Coaching and Personal and Professional Development for both Practitioners and Patrons, and is available to anyone who wishes to listen to professional Coaches and Therapists and Practitioners talking about a large range of topics from Life and Corporate Coaching to Neuro Linguistic Programming, Thought Field Therapy and many more.

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~ Stay Tuned! ~
The PFC is the part of the brain most engaged in understanding abstract concepts and identifying obscure connections—and we might prefer our client to remain largely here during a coaching conversation.

The other areas of the brain are more ancient, and often deal with our ‘baser’ instincts and responses. For example, the amygdala adds emotion to our memories—particularly, the emotion of fear— from here, the associated flight/fight/freeze impulses can create an analogy of a plane journey to a client who has been involved in a serious plane crash).

The hippocampus is more active when committing things to memory, rather than when we are engaged in abstract thought and connection-seeking. This is why there are significant benefits in avoiding heavy hippocampal engagement if we are seeking to maximise the PFC functions.

There are also different types of memory. Of particular interest is our long-term memory, where many of our beliefs and behaviours are embedded. This memory is divided into two types: episodic, which are the memories of things you have done or have happened to you; and, semantic, which is information you have committed to memory. And, because coaching is tailored to the uniqueness of the client, it is often dealing with episodic memory (including those memories that have become automatic—from simple tying of shoelaces to deeply unconscious biases).

So, how do we choose the optimum tool, technique or model? By addressing the above points.

1. If possible, ensure our instrument is both reliable and valid.
2. Also choose something that will minimise interference of the PFC through unnecessary engagement of the hippocampus (memory-making) or amygdala (emotional hijack).
3. Look for instruments familiar to the clients.
4. Finally, consider those instruments that engage informal learning.

This perhaps engages our episodic memory, and is very different to the structured (therefore, semantic) learning we receive at school. The coach’s role is to draw out the client’s own inference and understanding, and draw their attention to the unseen. This allows the client to identify their best next-action, based on their unique context.

Raising such awareness during a coaching session is not unlike the process of informal learning, which is known to involve three key areas. Firstly, the client chooses how and what they engage with; secondly, experience is built on the client’s own interests and initiatives; and, finally, it’s not a solo act, rather, it involves others. We also know that 70 to 90% of learning in organisations is informal, which suggests we remain deeply familiar with this type of learning throughout our lives.

In the same way, a coach can choose to introduce models or techniques that support informal learning. We know instruments such as models have the greatest overlap with sense making—they are ‘specialised representations’ that embody the aspects of a concept to ‘illustrate, explain or predict’ outcomes. These are powerful, as they can generate ‘infinite meaning’ that can then be shared and developed further with others. So, choosing an instrument that elicits the effects of informal learning in the client is also of value.

The Perfect Instrument?

There are no perfect instruments... as you may have already guessed. Every model is a simplification of what it represents. No tool can take into account every situation in which it will be used. And a technique will become limited by simplicity, or made less intuitive by complexity.

Remember that the choice of instrument itself is not as important as the skills of the coach who apply it. That does not mean we should not use instruments at all (or worse, we randomly select one). But it does mean that we can avoid agonising over selection, even if something is less-than-perfect, it’s limitations will be offset by strong coaching skills and solid ethics.

So:

1. DON'T get hung up on finding the ‘perfect; instrument. It does not exist.
2. DO consider introducing instruments that the client is familiar with.
3. DO, therefore, have a selection of the most common/popular instruments in use today.
4. And most importantly... DO continue to develop your coaching skills.
With the aim of uplifting and encouraging creative minds, Indian Art and culture and supporting women and child development and empowerment along with an environmental cause- ‘Save the Planet’, an online creative talent hunt cum art competition was organized and curated by Miss Neeti Bisht (An International artist, multitalented personality-Neeti Bisht Aartz) on Dec 25, 2020 at 11:00 AM IST in New Delhi via online platform.

During the pandemic, an overwhelming response from artists across PAN India and across the globe was observed. Various online activities like an online class on ‘Overview of Madhubani- an Indian art form’, live quiz on ‘Indian art and culture’, crossword puzzle on ‘World art and culture’, online exhibition of shortlisted participants were key components of this talent hunt so as to increase awareness and educating children on various significant aspects of Art and culture, importance of child education, online safety tips and health tips during Pandemic. Specially abled, orphans, economically backward children were given free entry in the art competition. Participating creative minds include Vaishnavi, Sathish V, Kyna, Ishita, Dasharatha, Amira, Manya, Prapti, Tinku, Kalai Selvi and others.

The online art exhibition of shortlisted participants went live on Dec 24, 2020 till Dec 30, 2020 on all social media platforms. Mr. Pota, Ms. Shivangi, Mrs. Chetna, Miss Neeti did give few important tips on Importance of child education, online safety tips, health tips during Pandemic to the participants, Parents and Guardians. It was accompanied by a song sung by Singer, composer- Mr. Sagar Singh.

The beautiful creations of specially abled, orphans, economically backward child artist are worth viewing.

Online visitors also appreciated the creations!
The dignitaries shared their words of wisdom with all participants, Parents, Guardians on Dec 25, 2020.

Hon’ble Chief Guest- Sh. Devusinh Chauhan – Member of Parliament, Special Guests- Dr. Nruparaj Sahu - Joint Administrator-OAS(s), Mr. Pota - Retired Govt Officer, Mrs. Madhvi - Secretary- CKCT, Sh. C.S Bisht – Expert, Eminent Jury- Mr. Sagar Singh, Mr. Saffet Tunçel - Turkey, Mrs. Diana Coatu - Romania (wasn’t present due to Christmas but sent her judgement) appreciated the efforts of Miss. Neeti Bisht and her team for uplifting women and child. Sh. Kaushal - writer and a govt official has always been a great supporter of art and especially for women and child empowerment and development. He has also expressed his best wishes and congratulations to the winners and to every creative mind. The list is long and the space is less to pen down all names.

The winners in the Top 20 category were Sathish V, Dasharatha, Darji Sahil, Neetal Raikar, Prachi, Nikhil, Vaishnavi, B. Balakharishan, Debashish, Tanisha, Prapti, Tinku, Ashmeet, Avdesh, Ishita, Kosuru Niyiya, Karthik, N. Chandru, Sukriti.

The winners in the Emerging Talent of year-2020 category
Manya, Thanmay, Shilpa, Priyanka, Avni S. Peer Rifaya, Akshita, Suda, V.S Tharhanish, Nimmakayala.

The winners in the Curator’s choice- Creative Potential of the Year-2020 category
A. Yaazhini, Amira, Gayathri PM, Kalai, Kyna, Manjunath, Pavithra, Preetham, Shreeraksha, Subhashini.

Gifts were sponsored by Mr. Antony, CKCT, Neetii Bisht Aartz.

Neetii Bisht Aartz is coming up with another exhibition focused on save the girl child and stop child labour and it’s focused on uplifting women and child across the globe through their creative activities.
Useful NLP Coaching Tools with a Case Study

by Andrea Szabados (Hungary)

Even without a solid background in NLP, you can enhance the effectiveness of your coaching relationships by applying the key elements of Neuro-linguistic Programming, including building rapport and using advanced communication techniques. Actually, NLP has been already a tool in itself that is indispensable in coaching. In this article, we introduce a few coaching tools that are based on the concepts and models rooted in NLP. For a whole range of useful coaching tools, please see the Toolful Coach book.

Positive Visualisation

As a coach, you have probably experienced that people have very different ways of describing and experiencing the world. This relates to the representational systems through which we remember and communicate our experiences, thoughts and emotions. According to NLP, the mental processing of events and memories can be treated as if performed by the five senses. When setting a goal in a coaching relationship, the coach should assist the coachee in viewing the goal very precisely. Prior to setting the goals, the coach should train the coachee to consider things from a different vantage point. The coachee should verbally describe their goals, with as much detail as possible. They should draw each goal and imagine what they will feel, hear, and see upon achieving it.

In NLP, the acronym VAKOG stands for visual, auditory, kinaesthetic, olfactory, and gustatory, and refers to the various representational systems people use to describe their world.

If your coachee wants to go on vacation to the sea, you could ask him/her to describe how s/he was feeling when s/he imagined being already there, asking a question relating to each representational system. Their descriptions might be:

V Visual – I imagine the captivating blue sea, the movement of the waves...

A Audio – I recall the squawk of the seagulls, the soft sounds of the waves...

K Kinesthetic – I feel the sun is shining caressing my skin and the gravels pressing on my back...

O Olfactory – I smell the scent of algae...

G Gustatory – I can taste the salty gush in my mouth...

We as coaches can help the coachees find the most suitable way to keep their goals in mind.

Some of them keep pictures of the goals they wish to achieve, such as a desired car; others have this picture as a screensaver. There are clients who use the brief description of their goals as a password to their email or Facebook account, thus being forced to type the goal several times a day.

You as a coach can use your creativity to find the best way suited to the coachee’s most frequently used representational system.

My hotel – a true story on the power of visualising your goal

A boy named Conrad used to work as a bellboy at a five-star hotel in the United States. He posted a photo of himself on the inside part of his metal locker in the basement. On the photo, he was standing with his shoulders squared back in front of the hotel. The caption beneath the photo read: 'My hotel'. The other bellboys were mocking him, saying: 'If he wants to ingratiate himself with the bosses, why does he post it inside the locker instead of outside?' But Conrad was not doing it for his supervisors but for himself. Conrad Hilton proved the success of positive visualisation, and in fact, the hotel became his property a few years later. Currently, nearly 500 hotels in 124 countries around the world belong to his hotel chain.

Role Models

Role Modeling is also a technique that produces empowering changes in coaching.

Who have been the client’s role models from childhood until now? These individuals should be included on the list even if they were appealing to him or her because of only one characteristic. Why do they appreciate these individuals and what can be learned from them? The client should list the attractive features on the basis of the aforementioned and indicate on a scale from 1 to 10 where he or she is now, where the role model is, where the others are, and to where he or she would like to arrive. When asking questions or summarising, try to use exactly the words used by your coachee.

Meta Questioning

In NLP the Meta-model is designed to challenge and expand the limits to a person’s model or ‘map’ of the world by understanding their language patterns. In coaching, this framework may help the coach to get to the relevant details of the client’s language. This questioning technique helps the coach refine the imprecise statements, situations and words with multiple meaning.
Practical technique: Asking Meta Questions

Below you will find a few specific cases that illustrate the significance of this questioning technique (i.e. we focus on a topic until its meaning becomes clear to both parties):

– My life is very stressful.

– What do you mean by stress? How do you know it is stressful? How do you define stress?

or

– My boss is very condescending to me.

– What do you mean by condescending? How does your boss behave when you feel that he is condescending? What does the adjective condescending to you?

As a first position, you ask the coachee to describe the situation from their own natural perspective, where they are fully aware of what they think and feel regardless of those around them.

As a second position, you ask them to imagine what it’s like to view the specific situation from another person’s perspective who is also involved in the situation. Some coachees are good at considering others’ concerns; for a more self-focused person, imagining another position is a tough task.

As a third step, you ask the coachee to take the position of an independent person; an impartial observer noticing what’s going on in the relationship between two other people. The benefit of this perspective is that the coachee will gain an objective insight into the specific situation and their relationship with the other person involved.

Although the meaning of the words may be found in the dictionary, we may accord a different interpretation to a word. Because the coach may associate different thoughts and feelings than the client, that’s why it is worth analysing it in-depth.

Perceptual Positions

Using perceptual positions, you as a coach can help the coachee imagine and understand what their situation looks like as perceived by other people. In NLP, this is related with the basic concept that ‘the map is not the territory’ and offers a way to enrich an individual’s map of the world.

As a first position, you ask the coachee to describe the situation from their own natural perspective, where they are fully aware of what they think and feel regardless of those around them.

As a second position, you ask them to imagine what it’s like to view the specific situation from another person’s perspective who is also involved in the situation. Some coachees are good at considering others’ concerns; for a more self-focused person, imagining another position is a tough task.

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Use the entire coaching space when introducing perceptual positions to coachees. It is worth encouraging them to physically move to different chairs or places in a room when describing and discussing the various positions. To reveal new insights on their specific situation, ask them to notice what they experience in each position.

Although the meaning of the words may be found in the dictionary, we may accord a different interpretation to a word. Because the coach may associate different thoughts and feelings than the client, that’s why it is worth analysing it in-depth.

ABOUT ANDREA SZABADOS

Compiled and written by Andrea Szabados
ACC, business and executive coach

Toolful Coach – Tools to support your coaching practice

www.toolfulcoach.com

Nothing can compare to your passion to help your coaching clients overcome their obstacles and reach their goals. And nothing beats the sense of fulfillment you experience when they do.

Take Control of Your Discovery Call and Convert More Prospects to Paying Clients

by Glen Oliveiro (Singapore)

It is therefore instrumental for you to take control of the discovery call and to steer the conversation so that you get the answers you need and close successfully.

This article will guide you through every step of your discovery call so you can fulfill the following objectives:

• Decide if this prospect is a good fit for you as a client and if you can help them;

• Present your coaching programme or your offer in a way that your potential client understands its value and how you can help them change their lives for the better;

• Convert your prospect to paying client

Each step below includes suggested templates and examples, and for the best outcomes you should tailor them to your specific practice and communication style.
2 Get to Know Your Prospect

In case your prospect is not familiar (enough) with you, use this template to prepare your intro in advance.

Introduce yourself

Do your homework and conduct some background research on your prospect and use what you learned about them to make a connection. Personalise your conversation as much as possible.

If you have shared interests, experiences, or mutual friends/colleagues, even better! Call them out and strike a short conversation around this to make the initial ‘click’ and build rapport.

Ask questions to understand your prospect and decide if they are a good fit for your coaching practice. Listen attentively, acknowledge and take notes so you can succinctly summarise your discussion at the end of the call.

Dig deep, probe and get to the bottom of the pain point or obstacle. Bring realisation to your prospect about what the pain point or struggle truly means to him/her - emotionally, financially, romantically, spiritually, etc.

Do your homework and conduct some background research on your prospect and use what you learned about them to make a connection. Personalise your conversation as much as possible.

Example: I help women who feel lonely and rejected to save their relationship, and create intimate, peaceful, passionate romance with their partners so they feel happy and loved again.

Assert that everything you say to each other stays confidential

Everything you tell me during this call stays confidential between you and me. Whether we work together or not.

Do your homework and conduct some background research on your prospect and use what you learned about them to make a connection. Personalise your conversation as much as possible.

Phrases to navigate the conversation back to the main topic

Use one of these phrases to steer the conversation back on track if the prospect deviates.

Example questions to dig deep:

- What is your no. 1 challenge (in relation to your field of coaching) right now?
- What are the consequences of the problem you’re facing?
- How does that make you feel?
- How important is overcoming this challenge to you?
- What motivates you to overcome this obstacle?
- Have you already tried to tackle this problem?
- Have you taken part in a workshop or worked with another coach before?
- How did it go?
- What will you gain if you solve this?
- Why do you think (this training/workshop/coaching programme) didn’t work out the way you hoped?
- Do you find it difficult to repeat a certain activity or a process to get results?
- Where do you see yourself in 6 months from now?
- When you think about overcoming your problem, what are your main 2-3 goals?
- How would accomplishing these goals make you feel?

Summarise and Offer Help

When you finish asking questions, recap everything you learned from your prospect. This is key.

By accurately summing up the issue/challenge and the effect or impact on this person seeking help, you will demonstrate that you have been completely present and fully understood him/her.

If you decide to help them, ask for their permission to present your solution.

It’s not enough to simply say ‘I understand’. You need to be very specific (yet concise) about what you have heard and understood and repeat it back articulately. Only then will you have clearly demonstrated to your prospect that you have truly understood and in turn, you would have created the desire for him/her to want to work with you.

I understand that your biggest problem is to _______ and you are committed to solving it. It’s causing you to / impacting you by _______. Your no. 1 goal is to _______ and you expect me to help you with _______ so that you can (describe the gains / benefits)

Now it sounds as if you are ready to take action and work towards a solution. If that’s ok with you, I’d like to tell you a little bit more about my programme / my way of work.

OR

I went through the similar challenges you are facing right now and helped (a number of clients) to overcome them by (share success stories). Would you like to hear more about my coaching approach?
Always have your coaching approach and/or your programme ready. Do not fumble at this point with trying to search through your website or notes or trying to remember details of your offer and/or fees. It demonstrates a lack of organisation, preparedness, or worse, a lack of confidence in your offer.

Speak confidently of your offer and what you can do to help your prospect accomplish his/her goal.

If you work with me, we will get together__________times a week, for__________minutes. We will set clear goals and action steps for you to take each week. We will discuss strategies and I’ll provide you with all the tools you need to achieve your goals. You will have my email support during__________. I will help you (list a few specific issues you can help your prospect with).

How does this sound to you?
Do you have any questions?

3 Closing the Call

The investment

Only then will you be able to state your fees with authority and confidence, necessary for your prospect to entrust themselves to enter into a coaching relationship with you.

Handling objections

The most common objections in a discovery call are the cost of the coaching programme, the time it takes to see the results and the prospect’s fear of failure.

Your job is to listen to these objections and be ready to respond with appropriate success stories.

Prepare examples of the people you helped in the past. Explain their background, main challenges, how you helped them, and most importantly, where they are now, AFTER working with you. If your prospect is ready to take action, your success stories will help them imagine having you as their coach and living their life with purpose, clarity and direction.

After they say yes, ask them when they would like to start and agree on the next steps.

4 Final Words

Duration of the Discovery Call

Many coaches keep their discovery calls at 30 minutes. I recommend a full 60 minutes to connect with your potential client, have a meaningful conversation, build rapport, dig deep to get to the bottom of their pain points and to help them realise the effect it has on them.

Cater enough time to give them enough value and get them wanting more out of what you can offer. And all that while not rushing your prospect or appearing impatient, because that will turn them off.

Remember that just as you are evaluating if you would like to work with this potential client, he/she is doing the same and evaluating if you are going to be worth the investment in your services. If you know that this is a prospect who will benefit from working with you, then never leave room for doubt in your prospect’s mind that you are the coach to be working with.

The art of giving value (without giving away too much)

The secret of a successful discovery call is for you to understand your prospect’s pain point, listen actively, acknowledge and then help them gain clarity on how you would approach it. Inspire them with possibilities and success stories and demonstrate your authority in the subject. It may sound counterintuitive, but the more value you give, the more they will want to work with you.

Make it easy for your prospects to connect with you

To make it easy for your prospects to reach out and connect with you, it’s important that you make it as frictionless as possible for them to schedule time to speak with you.

Having several back and forth emails or text messages to schedule a discovery call can be a real turn off. Busy people don’t have time for email ping-pong and it doesn’t look professional on your part either.

As a business owner, it’s also important for you to be productive and not take up half an afternoon to schedule a discovery call with your prospect. You have more important things to do with your time like doing proper planning and research about your prospect ahead of your discovery call.

There are several tools that you can use for automated scheduling which makes it easy, convenient and productive for both you and your prospects. Using a scheduling tool will save you heaps of time and demonstrates professionalism.

Think like a coach AND a business owner

You’re not a coach if you don’t have clients to begin with. Getting clients means having conversations with people who don’t know (yet) that they need a coach. It’s your responsibility as a ‘business owner’ to create a pipeline, schedule discovery calls and convert prospects to paying clients for you as the ‘coach’.

You are, after all, a coach and a business owner. Each and every conversation you have takes you closer toward mastering the art of the discovery call and, ultimately, to your success as a business owner and a coach.

About Glen Oliveiro

Glen is the founder of CoachVantage, a platform for coaches to manage scheduling, contacts, invoicing, contracts and coaching sessions.

Before creating CoachVantage, Glen spent six months interviewing more than 80 coaches to understand the challenges they face in their business and what motivates them. Those conversations gave him the insight and inspiration to develop a SaaS solution for coaches to easily manage their practice while on a shoestring budget. Alongside the corporate success, one of his strong goals in life is to pursue an entrepreneurial path, to live life on his own terms and to create things that delight and deliver exceptional value.

Glen lives in Singapore with his wife and four children and Mushi the Bichon Frise who steals all the limelight at home.

You can read more about why Glen started CoachVantage here.

Glen Oliveiro
There are many methods for coaching. Here are four methods to consider:

1. **Self-coaching**
   - You may be tempted to initially try self-coaching. Although I would not recommend this method, it is an option. You would want to create systems for daily, weekly, monthly and annual goal tracking.
   - You would need to identify your highest payoff activities that will put you in the best position to achieve your goals, and then do those things first and foremost.
   - Reading books about coaching might also be a good place to help you get started.
   - Personal and Professional Assessments are great tools to help you. They might even be able to guide you into a method that is best for you. You can take a complimentary online 'Am I Coachable' assessment and Implementation Index. These brief complimentary assessments will provide personal and professional insight to guide you for what you might do next.
   - Kathy Kolbe, an action and conative styles researcher, has developed a standardised assessment designed to measure an individuals’ dominant conative traits. She established four distinct patterns of action based on the Kolbe Conative Index. The Kolbe Index classifies people into four categories, and predicts how they will instinctively act in unknown situations. You can review their assessments at www.Kolbe.com.

2. **Peer Accountability Coaching (3 people)**
   - You agree to meet weekly by phone or in person with your peer-coaching team (if you don’t have access to a 3-way conference calling feature, feel free to use a service like http://www.freeconferencepro.com (many services like this available to you to choose from).
   - Here is how it works with three people on your peer accountability team:
     - Person A holds person B accountable
     - Person B holds person C accountable
     - Person C holds person A accountable
   - So, in this scenario, nobody is being held accountable by the person holding them accountable. Each participant agrees to devote themselves to the individual they are holding accountable for the period of agreed to. Each participant agrees to provide unselfish service to the individual they are held accountable by investing, time, thought, and (no nonsense) encouragement until which time you decide to change or dissolve the group.

3. **Accountability Coaching**
   - Accountability Coaching is a specialised field and is designed to improve both your personal and professional life, and it can help you:
     - Realise your dreams, desires and spiritual purpose.
     - Create a detailed action to bridge the gap between where you are and where you want to be.
     - Identify and focus on your main priorities.
     - Refine your strengths.
     - Reduce and eliminate destructive and sabotaging behaviours.
     - Create a more balanced life.
     - Get Results!
   - While true success means different things to different people, at our core, the frustration comes when we can’t seem to get what we really want. We are unhappy with our jobs, our relationships, being out of shape, financial situations, and feel stuck in a life we can’t control. Accountability Coaching can change all of that. Just like the quote from Home Depot President and CEO, Bob Nardelli, says - people do not reach their full potential unless they are coached. This holds true for anyone. Take professional athletes as an example - every single professional athlete has achieved success with the guidance of a coach or coaches. They might have had the talent, but it needed to be improved and refined to get them to the professional level. This is also true for actors, entrepreneurs, doctors, and even multi-millionaire entrepreneurs - they all received coaching in one form or another.
   - Kathy Kolbe, an action and conative styles researcher, has developed a standardised assessment designed to measure an individuals’ dominant conative traits. She established four distinct patterns of action based on the Kolbe Conative Index. The Kolbe Index classifies people into four categories, and predicts how they will instinctively act in unknown situations. You can review their assessments at www.Kolbe.com.

A great resource for identifying your strengths is a book entitled, Now, Discover Your Strengths. It comes complete with an exercise that provides you with Strength Finder results. When you have a full understanding of what your strengths are, you are in a better position to be even more successful.

Life coaching is one of those magnificent opportunities you have to receive valuable guidance to help you achieve whatever it is you want out of life. Whether you want more money, to be more fit, have better relationships, or to improve your business; life coaching can help you to examine what in your life is not working and preventing you from achieving what you truly desire and dream about.
You will want to make sure to create an agenda and structure for the calls so you can measure progress against your goals every time you talk. Creating tracking methods are very important in group settings. Even people who are not naturally a ‘people person’ can find benefit from group coaching. Group coaching brings new ideas and new people into your life and can be the vital pieces to your puzzle of success.

This method of coaching can be beneficial for people who already have a sense of where they’re going and what they need to do to get there. It is also good for the person who does not want the intensity of one-on-one or wants to initially stick their toe in before jumping in head first.

In a group coaching environment, you can learn great tips for success, but you need to learn how to implement them and that usually takes the guidance of one-on-one coaching to know how to do that. However, if you have already received some level of coaching, group sessions can be great ‘mastermind’ sessions. Group coaching can be done over the phone or in person.

You can surround yourself with other ambitious people - just like you - who is striving to achieve success. These coaching groups might allow the members to brainstorm about how best to solve everyday challenges in your personal and professional life. Group coaching should have an agenda and individual assignments due for each session to report to the others. There also should be some form of accountability within the group to make it effective. Group coaching can be formed in a variety of ways: with friends, business associates, colleagues or networking contacts; and can be led by a professional accountability coach.

If you are not naturally a very social person, then this could be a great opportunity to step out of your shell and become more comfortable in group settings. Even people who are not naturally a ‘people person’ can find benefit from group coaching. Group coaching brings new ideas and new people into your life and can be the vital pieces to your puzzle of success.

One-on-one coaching sessions have so much to offer and you will learn so much about yourself that when you come to the end of your sessions you will feel like a very different person - a new and improved version of you. You will have finally identified what has been causing you so much frustration and will develop productive habits that increase your success instead of sabotaging it.

One-on-one coaching is ideal for anyone who is not where they want to be in life, and any one area of their life. The intense focus and the personalised guidance can literally make the difference between staying stuck where you are and living the life you want to live.

What if I told you that Accountability Coaching is designed to help you achieve everything you want? Really - achieve anything you want. Life is what you make of it - not what is dealt to you and you can literally have anything you want if you know how to get it. Achieving success merely comes down to identifying the destructive habits and incorporating positive, success habits. Accountability Coaching does exactly that - guides you along the path of success until you learn to make the right decisions on your own.

Ask yourself these questions and write down your responses:

• Are you truly happy with every aspect of your life?
• Do you live your life feeling as if you are fulfilling a valuable purpose or destiny?
• Are there things you want to achieve or do that, you just haven’t been able to?

Now write down your responses to these questions:

• If you could change 3 things in your life right now - what would they be?
• Do you worry that you won’t be able to achieve the goals you have set?
• You do want to change your life, but find that you face challenges in doing so?
Become the Coach of Choice

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

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

IMPORANT 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.

Life coaching is one of those magnificent opportunities you have to receive valuable guidance to help you achieve whatever it is you want out of life. Whether you want more money, to be more fit, have better relationships, or to improve your business; life coaching can help you to examine what in your life is not working and preventing you from achieving what you truly desire and dream about.

Remote work is growing. With benefits ranging from the enhanced flexibility, to reducing carbon footprints, to providing support for caretaker activities, remote work is becoming more commonplace in organisations.

With this in mind, coaches will want to consider how to provide support for virtual leaders and team members, remote groups, and entire remote teams. Coaches in the remote space may leverage many different coaching modalities – from coaching the individual remote worker, to supporting groups of remote members from across an organisation on issues of common interest, to coaching an entire team.

This article explores three areas. First, what is unique about support for coaching those who operate in part, or whole, in the remote space. Second, what are some of the more common coaching areas for coaching groups of remote workers versus remote teams. The third part of this article explores techniques for ‘avoiding the death by conference call’ and creating interactive virtual conversations.

Like most contexts today, remote work is being buffeted by change. One of the greatest needs for remote workers is a yearning for connection. This is where coaching many – group or team coaching - in the remote space may provide a great benefit. Peers may help to level-set that ‘feeling isolated’ is a part of remote work but does not need to be a definier.

Many of the challenges we face in the in-person realm get heightened in the remote space given our distance and differences. From the magnification of unclear communication, lack of boundaries, unclear focus, or conflict which is not being addressed. It is metaphorically easy to ‘Sweep issues under the rug’, leading to distrust, lack of connection, and organisational and team erosion.

Supporting Remote Professionals via Group and Team Coaching
by Jennifer Britton (Canada)
Areas you may find yourself exploring when coaching those who work remote:

**With groups:**

In group coaching, we usually bring together groups of individuals from across an organisation, an industry or even geographical boundaries.

It is important for the group to have enough of a common focus to find traction for the collaborative conversations. If there is not enough trust, the conversations may stay on the surface, rather than going into the deeper coaching waters of mindset, values, habits etc.

It is likely that your coaching groups will connect group members around common issues facing them around remote work. It may take you into conversations around boundaries, vision, motivation, staying organised, renewal, self-awareness or identity.

What might coaching groups of remote professionals look like for you?

**With teams:**

With remote teams key coaching focus areas can range from exploring:

**What is our vision?** – Working with a remote team around vision is often a starting point in the coaching conversation. It is what creates the alignment when people are working from different locations. The team’s vision becomes an anchor and frame to help team members prioritise in the same way.

What are the tools you have in your toolbox to explore these topics?

**Shared commitment** – Exploring the realm of shared commitment explores questions such as: What are we all committed to, no matter what? How do we have each other’s backs? How do we ask for help in the remote space? How do we provide support in the remote space?

**Role clarity** – Clarifying roles and responsibilities is essential for remote teams, particularly when matrix relationships are involved. What am I responsible for? How does my work connect into others? If I do not do x, how will it impact others?

**Helping team members understand ‘What is beyond the screen’** – What is important about the context of each team member? Teams will want to explore both formal and informal touchpoints, given that ‘Water cooler’ conversations are not as common. Strong remote teams have solid relationships as well as clear results.

**Navigating conflict and/or difficult conversations** – Similar to the in-person real of team coaching, one of the more common doorways into the coaching conversation may be a conflict and the inability for a team to have a difficult conversation. What is taboo on this team?

**Make it interactive** - Coaching is a dialogue. It is important that you use tools and processes that are participatory and allow people to bring their own voices in. This might include:

- using polls to take the pulse of the group OR
- having people indicate the areas they want coaching for that week using annotation OR
- using virtual breakout rooms where people can connect and be in dialogue with one or two others in the call.

**Less is more** – Everything may take more time – from asking a question and hearing from everyone, to moving people into breakout rooms. What do you want to remove from what you have planned? 20% whittling down what is planned may create more space.

**Avoid the Death by Conference Call** - Another shift in coaching in the remote space is the need to leverage technology and platforms for the conversation. This can be a growth edge for some coaches. It is important to avoid the ‘death by conference call’ characterised by ‘Being talked at’ such that group members engage in frenetic multitasking on their end. In order to create an engaging virtual coaching conversation:

**Create clear agreements** – Trust and safety are essential for any coaching to take place. Be sure to co-create with your groups or teams shared agreements. These may be framed as a Ways of working or terms of engagement. How does the group or team want to operate during your calls? What is acceptable? What is not? What assumptions need to be made explicit?

**Get comfortable with silence** – Many coaches describe the silence on the other side of the phone or computer as a ‘black hole’. One of the greatest values we create as a coach is around creating the ‘pause’ for a conversation. Get comfortable with silence. Know that this may be one of the only times during the day people do have the opportunity to pause, reflect and process. It may be useful to set a timer for a fixed amount of time. That allows both you, and group members, to ease into the silence.

Expanding the coaching conversation with remote professionals in a group or a team coaching context can lead to hours of conversations that have a ripple effect globally. What do you want to incorporate into your next conversation?

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**Expand the coaching conversation** with remote professionals in a group or a team coaching context can lead to hours of conversations that have a ripple effect globally. What do you want to incorporate into your next conversation?
The E-Coaching Revolution: Depth Impact The Art & Science of Writing

by Macarena Vergara (Spain)

This is not another article on how robots will take over our coaching profession, or about how to package ‘coaching’ programmes online to create passive income. It is not about devaluing coaching by turning it into a rapid, unconscious exchange of sound bites. This is about a revolutionary package ‘coaching’ programmes online to create passive income. It is not about devaluing coaching.

There is a world out there that needs coaching – and along came E-coaching. A scientifically robust coaching methodology, developed alongside its IT support systems which have been thoroughly checked for ethics and online security. Coach and coachee are not present online at the same time - we exchange messages on a secure and user-friendly online platform. We go on a coaching journey like we would face-to-face, on the phone or on video. We develop trust and intimacy, we explore together the coachee’s current reality, and we get to the ‘question behind the question’, uncovering what needs to be named. We set objectives for frame behaviour change, the coachee practises new habits, we jointly tweak them and make them sustainable. All of this without ever needing to have a live conversation!

It is coaching because the ABC model (described in the book) was developed from the ubiquitous GROW model, covering the typical phases of a coaching journey and even better, allowing for space and time for deep exploration before setting concrete goals, allowing for intense and close follow-up of the coachee’s ‘baby steps’ venturing outside their comfort zones, and allowing for embedding visible behaviour change day by day.

Asynchronicity and dedication

Coachees love this. And they love achieving this whilst being able to communicate when it best suits them. The asynchronicity that the specialised digital written platform provides, gives coach and coachee more time, focus and care to dedicate to our communication. We co-create – at different times and at our individual convenience – a shared presence, manifested in our carefully curated messages. We co-create a bonsai with our words...

The power of the written word

Because what I have not told you yet is that the written word is used here scientifically and also, I would add, artistically. Writing brings immense possibilities per se for processing and healing and personal power. When used scientifically, as it is in E-coaching, coaches write strategically, building our relationship and alignment with the coachee in every single message, thus tending to the needs of their brains for clearer thinking and deeper inner connection and openness. Through ‘close reading’ and analysis of speech acts, through the use of language strategies (and acknowledgment) and through crafting our messages checking for quantity, quality, relevance and unequivocal clarity, we make use of tools from the psychology of written expression, to deepen and give power to the coaching – I can listen at global level, I can access my intuition. As a coach I can cultivate my deep presence when sitting down to respond to my coachee. I am listening to what is ‘alive’ in that moment, and distilling what really matters to advance the coaching conversation.

Social anonymity and the dismantling of ‘egos’

The absence of body language and other visual information, with the inherent social biases, assumptions and obligations that arise when the coach and coachee are visible to each other, are not present here. This ‘social anonymity’ can be liberating for the coachee, feeling freer and less judged by the coach, and therefore more able to express themselves, inviting early disclosure. From the neuroscience perspective, this makes sense: the limbic system is not triggered through the physical presence of others. As a coach too, there is no place here for my ‘ego’: I am not on display, my deepest presence is in my writing and my capacity to connect to the coachee through linguistic analysis, my intuition and the words I curate. I don’t play a social role that can impact the coachee beyond what we deal with in the coaching – its essence. I strongly feel this encourages autonomy and power in the coachee and true focus on what matters in the coaching journey.

Deep reflection, intensity and frequency of contact

This ‘silence’ that reigns over our communications invites deep cognitive reflection and emotional exploration of meaning. It is space and time to think. Self-awareness grows and insights emerge as they do in live conversations. The strong involvement of coach and coachee in the process, and the intensity and high frequency of contact make the coaching highly effective in transforming behaviour quite quickly, whilst remaining a flexible process. I cherish this opportunity to show proper reverence to individual insights and successes, making an iterative written record of what emerges, not allowing those celebrations to be lost as they do with the spoken word.
There are challenges on the path of becoming a good E-coach, of course – I have encountered a few! Having to consider my written responses scientifically before sending them, and above all learning to be concise in my writing – saying what I want to say, in fewer words. It may be cultural or just a habit of expression, as I have a tendency to reflect back ‘poetically’ (read: elaborately) to my clients, embalming the reflection with inferences linked to awe and wonder about where they are at and where they are heading. It is my style of empowering others and always has been, and it definitely works for my face-to-face and phone coachees. With the E-coaching methodology I have had to work hard on my ‘fear of letting go of words’. I’ve been encouraged to embrace the power that exists in conciseness of expression, a power that I can then transfer to the coachee.

My growing edge here is definitely in ‘refining the art of keeping it about the coachee’, as my trainers would constantly repeat, distilling and expressing only what is needed to stimulate and bring them alive: the precise reflection, the perfect next powerful question, the right and bring them alive: the precise reflection, expressing only what is needed to stimulate and bring them alive. The coachee’s self-responsibility and autonomy grows: paradoxically there is less hand-holding, they find their way, and what is emerging from them crystallises powerfully.

E-coaching is the future

E-coaching in this form has a bright future. I have seen it in the corporate environment, where short-term results-oriented interventions are routinely sought for large numbers of employees. E-coaching is already boosting the impact of multilingual international leadership training programmes I am involved in – and these programmes are implementing robust monitoring and evaluation measures.

Moreover, E-coaching can make impactful, effective coaching accessible to everyone. And that is a vision I am willing to work towards.

Challenges: letting go of words

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My growing edge here is definitely in ‘refining the art of keeping it about the coachee’, as my trainers would constantly repeat, distilling and expressing only what is needed to stimulate and bring them alive: the precise reflection, the perfect next powerful question, the right inspiration. I now say less, with more impact. This is also liberating for me as a coach.

It is a new way of being in the world: through distilled writing, despite the intensity and frequency of this means of communication, the coachee’s self-responsibility and autonomy grows: paradoxically there is less hand-holding, they find their way, and what is emerging from them crystallises powerfully.

Coaching Tools – What, How and When to Use Them

by Iana Avramova (Bulgaria)

As far as we are familiar, Coaching, exists since the Ancient Greece. This becomes evident in the Socratic Dialogue thanks to Plato and Xenophon, who have recorded it. They show us that Socrates was the first known Coach. The questioning style that he has developed aimed to explore self-awareness. Self-awareness, which led the questioned persons to discover the truth about themselves, their wishes, desires and purpose.

And precisely finding the truth about oneself is the core of Coaching. Without it, the whole process will not bring us close to the desired transformation or result.

After Socrates, Coaching was evolving through the centuries, but a real popularity and understanding it gained only during the last 10 years. Its growth in popularity is proportional to the speed of technological development. The advancement in technology challenges individuals and businesses to keep up with the speed of change and turbulent environment. At the same time, Traditional Education is getting outdated and cannot keep up with that speed. This means that people in general are equipped with limited approaches to deal with the new reality. These resulted in the growing popularity of Coaching as a strategic choice for empowerment, change management and transformation.

The quickening pace of life and technology requires Coaches to also rapidly develop their skills. The good Coach-Client relationship depends upon the ability of the Coach to creatively deal with a variety of situations. And the Coaching tools are a vital part of the process. What exactly are Coaching tools? Basically, Coaching tools or exercises are ANYTHING that the Coach can use in their practice.

Coaching tools are similar to the Coaching methodologies in nature – they all are designed to provide guidance to the Coach within a certain frame of work. The great part is the freedom of use within the frame. Good knowledge of a Coaching tool, allows the Coach to alter it and use it in different situations and with different purposes. The bigger the palette of Coaching tools and exercises the Coach uses, the greater the power possessed by the Coach to help Clients, when they get stuck.

About Macarena Vergara

Macarena is an ICF-accredited coach and trainer with a global coaching practice from her house in the countryside in southern Spain. Originally an economist, gender equality and public health specialist working in the international development field, Macarena soon discovered the impact of working with individuals through coaching. She then trained in E-coaching, Brain-Based Coaching and Zen Coaching, and now uses her understanding of the psychology of the written word, brain science, mindfulness, somatic focussing and conscious leadership to create awareness and empower her clients to find their voice and live in integrity and strength. You can read more about her on www.macarenevagara.com
What does a Coaching tool look like? It can be as simple as closing a Coaching session with a powerful question, which the Client can think of, meditate or write about in a journal. A Coaching tool can also be a sequence of Coaching sessions with instructions over email. Coaching tools are any business tools and exercises adapted for Coaching purposes such as: SWOT analysis, SMART goal setting, the ‘Urgent/Important’ matrix, ‘Spheres of Influence’, Action plans and many more. Of course, there are also tools and exercises devoted to Coaching such as: ‘The wheel of Life’, ‘Value Elicitation’ exercise, ‘Building self-esteem’ exercise, ‘Listening models’, ‘Limiting beliefs’ exercise and hundreds more that are available in books or online.

A ‘Wheel of Life’ exercise can be even adopted for measuring a team’s progress. Imagine that on a weekly meeting each part of the divided ‘Wheel of Life’ represents a specific team-member. Each team-member can give a score that represents the weekly progress made. In this manner – a bottleneck can be identified early in the work process and the person in need can be helped on time. Last, but not least, a consequent use of a couple of ‘Wheel of Life’ can be useful in the process of decision making. For example, imagine a Coach needs to facilitate a Client in deciding on a new job. What the Coach can do first on a blank ‘Wheel of Life’ is to elicit and rate the most important values of the Client. The values that the Client considers a must have in a job. Then a separate ‘Wheel of Life’ can be used for the Client to rate the current job on the elicited values. A third ‘Wheel of Life’ will serve to measure the new job on the same elicited values. This particular use of the ‘Wheel of Life’ has the advantage of visually and metrically simplifying a complicated on first midstance choice. These are just a few uses of the ‘Wheel of Life’ – it can be adapted to many situations. The same goes for divergent occasions. A great example of the variety of purposes to be used for is the ‘Wheel of Life’. It is probably the best-known Coaching exercise - and it’s amazingly flexible. Apart of its original purpose of helping people see how balanced their life is, it can be adapted for many other purposes. For example, it can be used to assess and understand a Client’s area of stress or frustration – becoming a ‘Wheel of Frustration’. It can help in getting a deeper understanding of the Client’s priorities – becoming a ‘Wheel of prioritising’. In addition, it can facilitate in the assessment of a person’s skills and knowledge gap – becoming a ‘Wheel of Knowledge/Skills’. The larger the toolkit of a Coach, the better equipped the Coach is for a whole variety of situations. Surely, no one can be prepared for all possible situations or remember all available tools. The power is to know that Coaching tools and exercises do exist, to understand their purpose and to be familiar with the places they can be found when needed. The Coaching profession does not require the Coach to come up with answers or with directions, but it is great to able to say to the Client ‘I think I know a process that may be helpful.’

How to choose your Coaching tools? There is no receipt for choosing the right tools – it is a matter of trial and learning. The best way to go on about is for each Coach to choose a toolkit that resonates with the Coaching style and niche of the Coach. While doing that, there are two important things to bear in mind:

1. The Coaching tool needs to be simple – if it is too complicated, the Client may lose motivation or interpret it incorrectly. When it is simple and can be completed within a reasonable period of time, it will also boost the Clients confidence and make them feel good.

2. The tool has to be enjoyable – when Coaching is fully embraced by the Client, it can become a hard work that requires concentration and processing. When the tool provided by the Coach is enjoyable it can make the whole process lighter and nicer.

Whatever Coaching tools and exercises a Coach may use in the practice, they are NOT a substitute for Coaching and the Coach-Client relationship. Once the Clients have completed a tool or exercise, they will bring the results back to the Coach. And the Coach’s responsibility is to coach them further, challenge them and help them build even greater awareness and understanding. All is done in order to create more ‘Aha’ moments for the Client in the Coach-Client relationship.

When familiar with the specifics of each exercise, the Coach can adapt its use to many divergent occasions. A great example of the variety of purposes to be used for is the ‘Wheel of Life’. It is probably the best-known Coaching exercise - and it’s amazingly flexible. Apart of its original purpose of helping people see how balanced their life is, it can be adapted for many other purposes. For example, it can be used to assess and understand a Client’s area of stress or frustration – becoming a ‘Wheel of Frustration’. It can help in getting a deeper understanding of the Client’s priorities – becoming a ‘Wheel of prioritising’. In addition, it can facilitate in the assessment of a person’s skills and knowledge gap – becoming a ‘Wheel of Knowledge/Skills’.

In conclusion, through the Coaching tools and exercises the Clients are given a safe space to explore and develop their own insights about themselves. Their core purpose is to enhance the experience of the Client to get faster the results they want, while enjoying the process. In order to be an excellent Coach, who is prepared and equipped for a variety of situations, each Coach can develop a Coaching toolkit. The toolkit is dependent on the Coach’s personal preferences, the niche the Coach serves and the goals that will be pursued. The more tools the Coach is familiar with, the better they can help a Client get unstuck.

ABOUT IANA AVRAMOVA

Founder and Author at Transformika
Coaching Cards + 60 coaching mantras (positive affirmations). Each card has a number of questions and represents a mini coaching session. There are different challenges in professional and personal aspect (i.e. problem solving, relationship issues, time management, career choice, health issues and many more).
Rapid Impact Coaching
by Catherine Stothart (UK)

At the heart of good coaching is the ability to ask the right questions at the right time and listen attentively to the answers. You cannot coach effectively without this ability. But sometimes an additional tool or technique can help the client crystallise an insight which might otherwise be lost in the coaching conversation.

One tool I particularly like is Rapid Impact Coaching. It helps the client get to the heart of the matter quickly and work out how they can deal with it, and they usually leave the coaching session with actionable plans and feeling positive. The diagram below illustrates the process.

It’s important to do the steps in the order listed.

This tool has several benefits which make it work:

- It has a clear structure – some clients like to know where you are going in a conversation.
- It is signposted – the client knows what is expected at each stage and if they jump ahead to later steps, you can park their comments and take them back.
- The desired outcome (Step 2) is placed on the right-hand side, so there is a sense of movement from left to right, which in NLP terms links to the future.
- You can do this standing at a flip chart which is visual and builds physical engagement – it’s a more active experience for the client.
- Writing their thoughts and feelings down makes it real for them.
- Exploring the barriers in themselves and others leads to deeper insights which the coach can explore or build on in subsequent sessions (eg by working with their values and beliefs).
- It helps the client understand at a deeper level what is driving their behaviour – most clients don’t think about what in themselves is stopping them doing something.
- It increases appreciation of the perspectives of others – clients often forget to think about what is important to other people in a situation.
- It is a practical tool which leads to realistic and achievable actions.
- They can keep the flip chart, or a photo of it, as a reminder for the future.
- Once they have experienced it, they can use it themselves as a problem-solving approach.
- Below is a work-based fictional example to illustrate how it works. I use ‘they’ and ‘them’ to avoid gender stereotypes.

I ask the client to stand with me at a flipchart and I start by writing up the headings.

Ask the client to describe the issue and write down what they say. In this fictional example the client says that they are reluctant to speak up with their own opinions when in meetings with more senior people. They want to speak up, but don’t know how to do it effectively.

Ask the client to describe what they want on this issue. In this case, the client might articulate that they want to be able to give their opinions freely without feeling worried about the consequences. The result that the client says they want usually has deeper desired outcomes and it is worth giving the client the opportunity to surface these as they will lead to self-insight. A useful question to ask at this point is ‘if you were able to speak up at meetings, what would that give you?’. You can pursue this line further ‘and if you had that, what would that give you…’, ‘what difference would it make to you if you had that…’. These questions, help them understand what it is they really want. In this example, the client might say they want to earn the respect of more senior people or that they would feel competent and valued.

Step 2 is an important stage because this is when you help the client to articulate the vision of what they want and this will motivate them to take action.

This stage is where you help the client explore what is stopping them doing what they say they want in Step 2. What are the barriers between them that stops them doing what they say they want? In this case, the barriers could be fear of looking stupid, fear of getting it wrong, fear of conflict, fear of the consequences of speaking up if others don’t agree, fear that it might impact their career prospects.

Next, ask the client what are the barriers connected with other people that stop them getting what they want. Here they might list other people dominating the discussion or not being prepared to listen.
Finally, ask them what are the barriers in the wider system that stop them from speaking up. In this case barriers could include where and when the meetings are held and how the agenda is structured.

At this stage, help the client brainstorm possible solutions for dealing with the barriers in themselves, in others and in the wider system. Write down everything they say and don’t evaluate – help them to be creative.

Finally, from the brainstormed solutions, help the client, which ones they want to do, and work with them on an actionable plan.

Tips
- Do the steps in the order listed
- Resist jumping to action too soon (though if something useful is mentioned, make a note of it)
- Ask good questions to explore at each stage
- Steer clients away from explaining the behaviour - why they or others do something doesn’t help deal with it (in any case, they don’t know for sure)
- Focus on what they and others do and say, not why
- The tool is a snapshot now to help the client move in the future – don’t dwell on what has happened in the past

I have used this tool many times and clients always get something positive out of it. It helps them understand at a deep level what is driving their behaviour and helps them appreciate the perspectives of others. And it gives them some practical actions to implement to achieve the change they want.

Max Landsberg (2015) The Tao of Coaching

ABOUT CATHERINE STOTHART
Catherine is a Leadership Coach and Team Facilitator. Clients include Airbus, Audi, the EEF, KCOM, and United Utilities. She previously held posts in Ford Motor Company, Mercury Communications and ICL.

Catherine is the author of How to Get On with Anyone: Gain the Confidence and Charisma to Communicate with any Personality Type, published by Pearson. The book is the result of 25 years’ experience of working with individuals and teams in business and education – it’s a practical guide to building better relationships, at work or at home.

Catherine’s qualifications include BA(Oxon), MSc, CFCIPD, and qualifications in coaching and psychometrics.

www.essenwood.co.uk
www.linkedin.com/in/catherine-stothart-19972bb
@CatherineStoth1