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LEADERSHIP COACHING
for World Class Results
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THE BUSINESS COACHING LANDSCAPE – THE PAST, PRESENT & FUTURE
by Malcolm Nicholson

THE “LITTLE BUDDHA” OF THE GOLDEN SUNSHINE COASTS OF AUSTRALIA
by Cristina Palma

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The Alpha Group offer proven effective membership services which empower business owners to maximise profitability and dominate their sector in 2 years.

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Editor’s Note

Welcome to yet another exciting edition of the International Coaching News (iCN) online magazine! We are celebrating our 1st birthday and have compiled a bumper edition for your enjoyment.

The theme for this edition is Leadership Coaching - how coaching taps into leadership potential, assists in the development of leaders and influences the behaviours of effective leaders. Leadership coaching is specifically tailored for those in leadership positions where there are greater demands and responsibilities. Leadership coaching is focused on development and personal growth. It maximizes the coachee’s potential by assisting them to discover their values, strengths, talents and development areas.

Our international columnists, expert coaches and best-selling authors have provided insights about leadership coaching. In this month’s feature article ‘The Business Coaching Landscape – The Past, Present & Future’, author Malcolm Nicholson lays out the past, present and future of business & leadership coaching. In this article he shows us how leadership coaching is constantly evolving from time immemorial. Our very own iCN journalist Cristina Palma, in her article The “Little Buddha” of the Golden Sunshine Coasts of Australia interviews the Founder and Director of “The Mind Academy” Alistair Horscroft- from humble beginnings to an internationally recognised coach due to his TV shows, media appearances and newspaper and magazine features, Horscroft is a true inspiration. Another noteworthy article, Leadership Coaching My Vision = Our Vision by Ashutosh Tewari in which Ashutosh shares how Mahatma Gandhi influenced and became the vision for each Indian. We are also proud to have articles by our international columnists, first from Poland, Anna Niedziela-Strobel with her interview with Zbigniewem Brzezińskim Prezes Zarządu – Complex IQ Sp. z o.o.; Doradca Prezesza Zarządu and for our Spanish section Puede la “PNL” ayudarme a mejorar mi negocio? by Esther Coronel de Iberkleid. This edition would not have been complete without sharing a list of the World’s Top Leadership Experts.

This edition is more than just providing you with helpful coaching tools, personal development ideas and professional development techniques. It provides you with access to some of the world’s greatest coaches and training companies, and provides you with access to people who are commenting and sharing ideas on this life-changing initiative. The ICN team encourages you to contribute to making it a highly interactive forum. You can do this either by commenting on articles in the forums section on our website http://www.international-coaching-news.net/forums/, or by submitting an article for publication in subsequent editions. Simply log-on to http://www.international-coaching-news.net/write-for-ICN/ providing us with your details.

There are also significant benefits to be gained by people wanting to advertise their business, event or service through the ICN. With a readership base of over 24,000 people worldwide, have you ever thought about advertising with the ICN? Now is the ideal time as we have started taking reservations for our upcoming Personal Style and Wellness issue due to be released in January 2014, with a very exciting feature advertising opportunity available for a limited time only. For this feature we will be including a 10-page product review and we will be offering all 1/3 page advertisements at a heavily discounted rate, with extra discounts for multiple reservations. These advertisements will include a free link, an image of your product and a 100 word review. Do your business a favour - place your advertisement in front of our very interested and dynamic audience now! To find out more, contact our friendly media consultants at advertise@international-coaching-news.net to request our media pack.

We hope you enjoy this edition and look forward to receiving your feedback!
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Words will **MAKE or BREAK** your coaching practice.

Unfortunately writing isn't easy, it takes time and effort, often time and effort that could be better spent helping your clients. You have to ask yourself is struggling for hours on a single article or spending months trying to write a book an effective way to use your time?

That's where I come in.

I've worked as a coach, as well as a writer, so I know what you're going through, and just how tough it can be attracting customers and building up your credibility. I also know how a good buzz piece, home page, or properly placed guest post can gain the right kind of attention as well as paying clients.

By contacting me, I will not only be your ghost writer, I will review your website, proofread your old articles, and help you develop a marketing plan based on guest posts, buzz pieces, email marketing and possibly even some books.

Email - dan_clarke@dan-clarkewriting.com
Phone - 131-5215-0767

Contact me today, and we can discuss what you need and how I can help you over the phone, Skype or email at no cost.

**STOP WAITING FOR CLIENTS TO COME TO YOU MAKE THEM NOTICE YOU**
Do you have a leadership brand? If you do, can you articulate it? If not, why not? A leadership brand is similar to a product brand – it tells your audience what you are about and what you stand for. If you look at a luxury product, you may think it represents quality and a sense of aspiration. If you look at a budget brand of a product like custard creams (yes, I am quite partial to a custard cream!), you may think it has cheap ingredients and you may be more likely to invest in a better quality biscuit. Just the same way you look at products and their ‘brands,’ when you look at yourself as a leader or potential leader, what would you like people to think about you? Would you want to be known as the person who gets things done, as the person who brings out the best in others, as the one who drives others as hard as they drive themselves or as the person who can be single-minded in what they do?

If you think about a leader you admire, think about the words that come up in your mind as you describe them. I have listed some examples (it’s ok if you don’t agree with these!)

Anita Roddick: innovator, forward thinker, integrity
Richard Branson: unconventional, cool, savvy business head
Donald Trump: arrogant, risk taker, high energy
Hillary Clinton: inspirational, role model, tenacious

What kind of a leader do you want to be? Above, are famous examples but also think about the people you observe on a daily basis who are amazing leaders for inspiration.

What would be the 5 core values you stand for?

You need to know what you stand for so you know what you will NOT stand for. One of the key inspirational traits of a leader is the ability to be consistent and when you have a clear leadership brand or identity which aligns to who you are, you will live up to the brand rather than feeling like you are trying to be someone else. You want people to know what to expect from you and this consistency is a powerful trait. It does depend on what you are consistent at – being ruthless in all circumstances is not a good trait to be consistent at!

Remember, leading others is a privilege, an honour and a responsibility so it’s up to you to determine how you approach the role so you can inspire greatness in others.
Coaching ‘one to one’ is both a skill and an art; it takes many hours of training in the use of communication techniques and understanding important aspects of human behaviour and psychology. Coaching ‘one to many’ is even more of a skill and requires an artful approach that walks a fine line between coaching and other facilitative disciplines. It’s confusing - even for coaches. Ask twenty coaches the difference between team and group coaching and you may well get twenty different answers. The confusion isn’t helped by business professionals buying the service. Recently I received a phone call that went something like this:

“Hi Martin, it’s John here. You coached my colleague Sarah and she speaks very highly of you so, I was wondering if you did anything with teams and team building?”

“Good to speak with you John; do you mind me asking...what specifically are you wanting to achieve from a team event?”

“Well, I’ve got eight people in my team and we need to do something to improve performance.”

THE DISTINCTIONS ARE FUZZY

After a ten minute chat with John it became apparent that he did not need a team build or indeed team coaching, but what he wanted was some activity that involved all the eight team members. He needed something that brought them together, that had them focus on their own goals and share experiences; and he wanted the same kind of benefits he’d seen his colleague Sarah experience through coaching. In my opinion he wanted ‘group coaching’. It’s a distinction he was not aware of; and he’s by no means alone because it’s a distinction about which most coaches are either unaware or unclear.

Coaching is still relatively new. It’s not surprising then that some distinctions are as yet undefined - at least in terms that are generally accepted. The most obvious distinction and the one that causes the most confusion is that between team and group coaching. They are not the same thing. The terms are not interchangeable and the approach to coaching one or the other is not the same. So let’s address that right now because without clarity we risk chaos:

TECHNICAL DEFINITIONS CAN BE A MOUTHFUL - BUT ARE A GOOD FOUNDATION FOR UNDERSTANDING

I define team coaching as; ‘The simultaneous facilitation of more than one person toward the achievement of a clearly specified and jointly held goal using coaching techniques’. As opposed to group coaching which is; ‘The simultaneous facilitation of more than one person toward the achievement of each person’s goals using coaching techniques’.

All effective coaching should be based in effective sequential questioning. Regardless of coaching one-to-one or one-to-many the coach must engage with the agenda of the coachee, have the coachee define at least an outcome goal and a session goal,
have them establish the current circumstances and possible barriers to success, have them determine choices of approaches or actions and finally make it easy for the coachee to identify and commit to actions that take them closer to their goal. When coaching one-to-one that happens as a matter of course; but when faced with one-to-many it’s not quite so straightforward..

**JUST BECAUSE THEY’RE CALLED A TEAM DOES NOT MEAN THEY ARE ONE**

Typically management teams aren’t really teams at all. They may share an overall goal but each will be judged on their own performance. The most successful of all team coaches was the late John Wooden. He was successful not because he had his team celebrate their successes and share in their failures as a unit, but because he did precisely the opposite. He successfully coached more successive championship wins and an unbeaten run of eighty-eight games on the bounce than has yet to be equalled; and he achieved it because he recognised that a successful team is made up of high performing individuals. Of course they have to play with and for each other, but success is far more than that. Success comes from each person having specific ‘game by game’ goals. Success comes from improved individual performance.

Yet when it comes to coaching a team, all too often it’s assumed that focusing a bunch of people who happen to work together on the challenge of becoming collectively more productive will achieve amazing results. It is assumed that somehow they will break free of their ego and become absorbed into a high performing collective - just by experiencing some team building activity in the presence of a coach. My experience suggests this is unlikely. At best they may uncover and agree issues that may improve performance. At worst it’s just an ‘different’ day out of the office. It usually depends on how effective the follow-up is afterwards as to how many of the commitments made on the day turn into real actions that make a difference.

Team Coaching works when they all share an easily definable short term goal: If the team event is ring fenced by a specific project then the overall focus of each individual is predicated by the event: “We are meeting to thrash out project x”. The overall goal is predicated by the project: “The project launches on Jan 1st and we need to be ready”. The session goal can then easily be established with the team: “We agree that by the end of this session we each have a plan of action that puts us on track for the Jan 1st launch”. The coach may then ask questions of the group that establish the reality of their situation and circumstance; barriers are identified and team members support each other through participation. Inevitably they will help each other identify opportunities and conclude a successful event with a commitment from each to take appropriate actions. Collectively the team improves performance by recognising and overcoming their shared barriers to success.

Group Coaching requires the coach to blend some facilitation skills with sequential coaching: The team members share an overall objective but each has a different challenge and hence will have something different on their mind: “We know we have to improve divisional performance but it’s a challenge to see just how.” The overall goal is overshadowed by the goal of each individual: “What’s important to me is that I achieve x by z”. Each person must therefore be allowed to establish their own session goal as part of the event. This requires some creativity from the coach to have team members working in smaller groups or pairs; sharing resources, information, needs and desires; then perhaps reporting back on behalf of each other: “This will have been successful for my colleague when she has a plan to address issues A and B.” Typically a coach will then pull together themes and subject headings from what’s been said to stimulate possible actions for evaluation. Inevitably individuals commit to actions relevant to their own situation and the achievement of their own goal. Collectively the team improves performance by each member of the group performing better.

They are different and it does matter what they are called. Being effective at coaching one-to-many starts with recognising these distinctions and the challenges of being a great all-round coach.
You’re a COACH not a Salesperson

And yet with a little bit of know-how you can learn how to sell by playing to your strengths as a coach

By Kevin Oubridge (United Kingdom)

You are a leadership coach. You have got several years’ experience under your belt. You are well connected with business leaders. You’re professionally qualified. You regularly attend coach training to keep up to date. You enjoy what you do and you’re earning a very healthy income... Ah, there’s the rub. You should be earning good money but the chances are you are not earning as much as you want or are worth. The trouble is you’re a coach, not a salesperson. You are not sure how to market yourself, you don’t like bothering people, you don’t like being pushy and you don’t like discussing price. You just plain don’t like selling!
The fact is though that great sales people are good at asking questions and listening and, as luck would have it, that’s your stock in trade. You are a professional at asking questions and listening. You should be able to sell your services playing to these strengths, so what’s stopping you?

What’s missing is a bit of process and currency to help you take control of your marketing. Process tells you where you are with each prospect and what you need to do to move them closer to a sale. Currency is the tools you use at each step of your process to help you.

The great thing about marketing process and currency, apart from the fact that they help you win business, is that you can use them again...
and again to win more and more business. And each time you repeat your process you become more comfortable and confident in what you do and more successful. Once you have broken into a new organisation you can use your process and currency to help you win further business with the client company and to seek referrals. In this way you shorten the sales cycle because you don't have to start with a cold contact at a networking event or some other lead generating activity.

At Accelerated Success our process starts with first contact and supporting currency to help us engage in conversation with business leaders, qualify them as prospects and get their contact details to follow up with a brief call, followed by a half hour exploratory call. However, we rarely need to undertake the initial steps of the process because once we've won business with a company we focus on building the relationship and winning more business year-on-year: Hence, our first step is usually the half hour exploratory call with a leader in the company who may want coaching. At the end of the call, if we think we can help the potential client we offer them a Strategy Session. A Strategy Session is a killer marketing tool, where the leader gets time and space to identify their vision for their part of the business and the challenges they face, and also gives them an experience of our service. Prior to the session we send the leader a questionnaire, during the session we go through their answers in more detail and at the end of the session we set up a Report Back. We then go away and write up a summary of what was discussed in the Strategy Session, which we then talk through in the Report Back meeting. It’s a lot of work, and all for free, however, most leaders who have a Strategy Session then go on to purchase a full coaching programme, so it’s worth it.

Once we’ve won the business, in addition to the coaching sessions themselves, we have various additional meetings which maximise the value of the coaching for the participant and also promote that value to other stakeholders (the diagram shows an Accelerated Success programme in full). The real value of this approach is that we build relationships with all the stakeholders in a coaching programme – the coaching participant, their line manager, the budget holder paying for the coaching and HR. All stakeholders are clear of the value we bring, which sets us up nicely to enquire where else they might use us. We offer further Strategy Sessions for any individuals they identify as potential coaching clients, meaning they can make their decision as to whether to fund a coaching programme after a thorough investigation into the value the coaching will bring. The Business Value meeting and Report Back adds further value for the client company and also gives us another opportunity to ask for further business. Not forgetting, Report Backs provide an opportunity to seek referrals to other parts of the business or to other companies.

Our process and supporting currency helps us build long-term productive relationships with Blue Chips, where we win business year-on-year. As a coach, you can use our process or develop your own to grow your business by playing to your strengths of asking questions and listening. It still takes a lot of courage, determination and discipline but it’s so much easier when you have the steps mapped out for you – you’ll feel in control of your marketing, possibly for the first time, and you’ll be much more successful.

To find out how you can win business with Blue Chips visit our website at www.bluechipcoaching.co.uk– you can join our action learning community and receive free resources to help you get started. Also, look out for our new book on doing business with Blue Chips, The Leadership Coaching Alligator Handbook, available via our website and online book sellers.
Train with the global leader in NLP for Sport and the ONLY Accredited Sport Psychologist delivering an Internationally recognised ABNLP Practitioner Course.

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"This NLP course has been a fascinating journey into discovering ways of improving my performance. I have no doubt that the skills and knowledge I have learned will help me enormously in my role."

Hugh Morris, Managing Director, England and Wales Cricket Board

"Tremendous workshops – very thought stimulating ... really understand now the importance of mindset applied to performance....”

RFU Elite Coach 2013
Executive Coaching has now moved past the “latest magic for managers” phase into an integral part of the fabric of leadership development. However, sourcing a professional executive coach can be a bewildering process, particularly as there is such a spread of approaches, and “getting it right” is so important to the individuals and the organisation.

What should an executive look for when sourcing an executive coach and what pitfalls should you look out for?

Sourcing Effective Executive Coaches
So where does an executive of a large international company look to find a reputable coach who can be trusted to work with them to achieve their corporate goals, and provide them with the resources needed to navigate their key people through the changes, complexity and paradox to take the company through to the next phase of its development?

The simple truth about executive coaching at present is that many companies have to evolve best practice as they go along. There is insufficient empirical data measuring the effectiveness of various coaching approaches to be able to rely on data alone. Word of mouth from existing client relationships will remain ‘route 1’ for sourcing a coach. If you are lucky enough to know someone who has already worked with an Executive Coaching, then by far the best way is personal referral, part of the selection policy adopted by many organisations.

So How Do You Source an Executive Coach Appropriate for Your Requirements?
In an industry that is still a long way from being regulated people can start a business with little outlay and no formal training and rely on their previous experience, which will soon be out of date. Fortunately for the established, trained coach, organisations are becoming wise to this and are avoiding coaches who have little or no experience. Here are some ideas to set some minimum criteria when sourcing an Executive Coaching company for the first time.

Firstly it is important to identify what outcomes you wish to achieve through a coaching intervention, e.g. are the changes you require industry specific, technical or behaviourally based. Is coaching the most appropriate solution?
Secondly, design a checklist of selection criteria questions to evaluate potential coaches. A potential set of questions are included in Side Bar 1.

Once you have found a coach, have checked their credentials and feel comfortable that they will be able to work with you and your team to achieve your corporate goals, the next step is to confirm that they understand what you want to achieve out of the programme. If the programme is for you alone, then clearly you will be driving the agenda. Additional input should be sought at this stage, (360 degree feedback, questionnaires, psychometric assessments, interviews with colleagues and key stakeholders etc). This will provide more richness to the input information and enable the coach to round out his or her evaluations with other previous experience.

If the programme is to include colleagues, then a similar input gathering process should take place with the individual’s line manager fully contributing. It is essential to ‘triangulate’ in advance any feedback that will be provided. This needs to be transparent and consistent and clearly understood by all parties prior to the coaching engagement.

Some organisations are keen to establish boundaries to the extent of the coaching. However, more enlightened organisations realise that quite often, the presented problem is not the actual problem and that if it is only the presenting problem that is addressed, the effect will be the same as papering over the cracked wall that is actually subsiding. Providing they can see improved performance from the coachee, the route to achieving that is less important.

The most powerful results come as a result of challenge, reframing situations and getting people to think about their performance in both their personal and work life in a different light. It’s the coach’s job to elicit powerful responses and changes within individuals and help them understand how they can achieve the life they really want. New results require new behaviours.

Once you have found an Executive Coach that you trust and are happy working with – hang on to them! A good coach is invaluable and can be an essential asset to an organisation.

Strategic coaching programmes can also be easily integrated with other change initiatives and development programmes and a ‘Coaching Culture’ can be implemented throughout an organisation. One of the major issues facing organisations today is how to tap in to the discretionary effort of their employees. A major obstacle to this engagement is the culture of ‘telling’ by managers, which disempowers individuals and reduces the amount of discretionary effort they employ. Implementing a Coaching Culture encourages people to develop their own responses to issues which allow organisations to engage individuals more in
their roles and free up more management time, enabling them to upshift their contributions.

What Impact Does Coaching Have On The Profitability Of A Business?
There is a small but growing body of studies on the ROI, (return on investment) of Executive Coaching. The yardstick is usually The Manchester Group’s research in 2001, which, using conservative calculations showed an average ROI of six times the cost of the service. So for example, a coaching programme lasting 9 months and costing £18,000 was given a rating of being worth six times that at £108,000. Where else would you get such a high return on your investment in such a short period of time?

The true breadth of impact from coaching can be evaluated as a “return on intangibles”. Considering the hundreds of thousands of variables that contribute to the success or failure of a project, product or organisation, then the complexity of measuring a more integrated self-aware or confident executive increases significantly. Add to this that some outcomes from coaching are non-observable, then we can begin to see the real scope of coaching outputs and that prediction and control will remain elusive.

So when is the right time to hire an Executive Coach and does coaching actually work?

Less people now believe that the only time a coach should be engaged is for remedial purposes, or in other words when things are starting to go wrong. More companies now have the foresight to hire a coach, before these things happen that see the best results. There are a number of reasons why companies decide to hire an Executive Coach, which include both organisational and individual requirements. See Sidebar 2 – Executive Coaching for Organisational Outcomes

No matter how successful a person is, there’s always room to transform the way people behave and help them to add even more value to the organisation. Great coaching conversations enable people to look differently at how they see the world around by generating cognitive complexity and agility, challenging existing thinking and leaving people with a new framework to improve the way they operate. This new perception liberates their capabilities and makes way for high performance in both their work and personal life.

So how do you know if executive coaching works? Simple, it’s all in the results!

So find out how several top coaches have developed their approach and business, see Gerard O’Donovans’ A Coach’s Story’ (2011) London, Bookshaker
Help people think better – don’t tell them what to do. That’s the advice from a new management practice for today’s corporate realities. It’s a complex and stressed out world in corporations large and small. Most workers are juggling dozens if not hundreds of emails a day, delivering results under significant time pressures, working on half a dozen big projects, dealing with politics, resources, difficult customers and all sorts of challenges. There is uncertainty, constant change, unexpected breakdowns and the odd calamity. And along comes a leader who wants to get them doing things differently.

Changing an individual’s behaviour is not that different from managing a change process within a complex system such as a large company. In any change process you need a clear vision, to know exactly what your goals are before you start. You need to plan things out carefully and develop a realistic timetable, and you need people responsible for specific elements of the plan. For change to happen you need to make the whole change process, every part of it including the goals, plans, roles and milestones very explicit. Explicit means every component of the change process is clear and well understood by everyone, not just implicit, with people expecting others to understand what’s happening when this is not the case. Step one is to let them do all the thinking.

‘Ideas are like children: there are none so wonderful as your own’ - Chinese fortune cookie, Killington, Vermont, Feb 2005

The best way to help others succeed is by helping them think things through for themselves. You are there on the side-lines cheering and supporting, but they are doing the thinking about the issues. Your focus is on helping them develop their commitment to thinking, helping them crystallize their thinking and encouraging them to make new connections.

The key reasons why a self-directed approach is so powerful when we are helping people think anything through are:

To improve thinking: Firstly, we have to think things through ourselves before we decide to take any kind of action, and before we really ‘learn’ anything. ‘Self-direction’ is the only way we learn, think, invent, create, problem solve, visualise, rethink, re-engineer, you name it, it all happens within a process of making our own connections. It comes down to whether we help people think better, or we get in the way of their thinking. If we want people to think better, then we should use the self-directed approach.
To improve the quality of ideas: Somehow we believe we can think for people, when the reality is that no two brains are even remotely alike. What we think someone should be doing is just what our brain might want to do, but rarely has any relevance to how other people’s brains work or what their life situations are like. So if we want to improve the quality of people’s ideas, the quality of their thinking, our best option is to learn to help them process ideas better. For example, helping people crystallize ideas better, or find relationships between ideas, or prioritize ideas.

To increase people’s motivation: When people make connections in their own mind there is a tangible release of energy, a discernible ‘aha’ moment that fills us with a desire to do something. On a physical level, this aha moment releases chemicals in the body to prime it for action. The energy created by insight is an important energy source to be harnessed. In the workplace there are many drains on our energy, including restrictions, policies and politics holding people back from expressing themselves. There is also often poor lighting, long hours, hundreds of emails every day, and many things people would much rather not be doing. As a leader we need to harness every possible energy source that might inspire better performance, and letting people come up with their own ideas is a deep well of motivation. As the quote says,'Ideas are like children: there are none so wonderful as your own'.

It’s less effort for everyone: When you try to think for people it takes a lot of mental energy on your part. We have to think really hard, and we almost always come up with the wrong answer for that person. The other person then spends their energy fending off your ideas instead of generating their own thoughts, then you start again and try something else... all told, there is quite a lot of wasted energy for both parties.

It’s faster: Many leaders think it’s their job to tell people what to do, to have the answers, to be the source of wisdom. Yet from watching hundreds of managers learn some basic coaching techniques and applying them, it is absolutely clear that in the same dialogue, you will get to an outcome, specifically an outcome where someone is going to take action in some way, in a fraction of the time using a self-directed approach than you would by making suggestions.

Anytime someone comes to you wanting help thinking anything through, you have an opportunity to use a self-directed learning approach. This is when people say things like: ‘What do you think I should…’, ‘I’m not sure what to …’, ‘I really want to... but I’m not…’. These are statements that say people want help with their thinking. When you start to listen out for them you may notice that these dialogues are very common. They are happening constantly between management, peers and reports, right across every organization.

That is not to suggest that in every conversation when someone says something like this you start
using this approach. There are plenty of times when you don’t have ‘permission’ to have this kind of dialogue. People may just be venting anger or frustration and the last thing they are ready to do is think more deeply at that moment. A useful ‘flag’ for using a self-directed approach is to pause any time we feel ourselves about to give advice, about to tell people what we would do or, want to share our experience or opinion. If it is appropriate to do this, it’s generally going to be appropriate to use a self-directed approach.

People, especially long time managers, often ask when a self-directed approach is the right approach and when should we be using other approaches. Managers often complain about constantly having to solve their people’s problems for them and, sometimes, it is the manager more addicted to this than the staff. If you want people’s thinking to improve, always use a self-directed approach. Giving people an answer does little but continue their dependence on you. Self-directed learning is a way of thinking, not just a strategy or technique. It’s a commitment to always help the other person do as much as possible of the thinking according to the way their wiring is set up – a commitment to getting them to make the connections themselves.

Of course there are times when a directive style is required in management. Firing people, and life or death emergencies, will require another approach. However, in general day-to-day work, if you want to improve people’s thinking, the rule of thumb is to get them doing the thinking about the issue rather than to think for them. Sounds simple enough, yet somehow this is a long way from the approach that happens day to day in most workplaces. Changing leaders’ styles to this new way takes more than just reading. It requires the creation of new wiring in individuals and in whole groups. The good news is that it can be done. It just takes some time and commitment, and of course, a lot of self-directed learning.

Many people, when they first hear of this idea, feel there is some merit in the principle but are not yet ready to make the leap and take this on as a way of communicating. Quiet leaders, like any great coach, know that the most important factor necessary to create positive and sustainable change in others is to get the other person to come to an idea for themselves. You can learn more about this in Dr David Rock’s book: Quiet Leadership.

If you are interested in brain-based coaching or leadership development programs, please contact Josie Thomson at josie@aexcel.com.au or visit www.aexcel.com.au

Josie Thomson is a Master Certified Coach (International Coach Federation), professional speaker, lifestyle author, acclaimed business woman and cancer survivor. She is a change management and is currently completing executive masters studies in the Neuroscience of Leadership. Having also graduated with a Bachelor of Business (Human Resource Management) many years ago, she describes herself as a ‘reformed accountant’ and specialises in neuroleadership, executive coaching, managing change, and talent engagement and retention strategies. Her authentic and joyful nature inspires others to create massive positive change, and she partners with her clients to achieve breakthrough business results.
Leadership Coaching for World Class Results: THE KNOWLEDGE WITHIN ELITE PERFORMANCE SPORT
By Louise Deeley (United Kingdom)

Depending on your interests, names like Jose Mourinho and Sir Alex Ferguson (football), Dave Brailsford (cycling), and Andy Flower (cricket) are recognised names in their field as not only being outstanding coaches, but outstanding leaders too, responsible for developing, nurturing and challenging people to consistently produce outstanding performance and results in one of the world's most competitive areas – Sport.

In the UK particularly, unless you've been hidden away with no access to the media, you'll have seen some of the greatest sporting achievements on the planet in recent times: Andy Murray winning Wimbledon, European dominance in the Ryder Cup, Chris Froome being crowned winner of the Tour de France, English cricket back challenging the Aussies and of course, the great success of the London 2012 Olympic Games, with teams such as British Cycling, GB Rowing, UK Athletics and British Equestrian Federation all thrilling us with their expertise and medal winning performances.
Leading a successful team

Success doesn’t just happen overnight (despite what the X Factor talent show might suggest!). It doesn’t just happen without hard work and dedication. And it definitely doesn’t just happen in a vacuum.

Particularly in fields like sport and business, there are a number of factors that come together to create a successful end result: vision, planning, preparation, technical knowledge, tactical knowledge, attention to our physical and psychological needs…. the list goes on ….. and of course, people.

People are the one factor that makes it all happen. Without a great team around them, Victoria Pendleton, Mo Farah, Ellie Simmonds, Chris Hoy and Jessica Ennis-Hill to name but a few wouldn’t have had the success they have without great leadership, coaching and support professionals to help them along the way.

So what has the sports coach got to do with leadership?

The picture that comes to mind when people think of the archetypal ‘sports coach’ is usually a volunteer who is there as the ‘teacher of skills and techniques to make the ball go faster, straighter, harder’ (or something along those lines) …. but at the elite end of sport, that image is far from the fact!

Yes, a sports coach delivers the technical, tactical and sometimes physiological demands of the sport, but the modern professional that supports our high performance athletes and players is far more than that. Now, sports coaches are leaders, mentors, teachers, facilitators, negotiators, mediators, linguists …. and along the way teach you how to throw, kick, jump, hit and win …. as an added extra!!

As well as the ‘traditional’ leaders such as performance directors, managers, CEO’s, we train a lot of professional sports coaches, and for us, success is all about the coach. More specifically, it’s all about what the coach brings to the relationship, not just in terms of tools and techniques, but also about their expertise of application. This expertise relates to the intricate balance between understanding themselves as a person and coach (and what they bring to the relationship) as well as how they begin to understand the athletes (or coachees), and what they bring to the mix.

Of course, at the end of the day it’s the athlete that has to perform. To step up to the plate and use everything they’ve learned and trained for in order to get the results they want, but a major part of that success is going to be the support, challenge and guidance that their coach has supplied along the way.

Any great coach (sport or otherwise) knows that it’s not simply about telling someone what to do and how to do it, but instead it’s about working with their ‘client’ to identify what needs to be done, how to do it and ultimately ensuring that when the time comes to perform, the athlete or coachee has the knowledge, skills and confidence to be able to deliver – and that’s what being a world class coach is all about.

SPORT or LIFE
– key skills all coaches need to be successful

Alongside a variety performance psychology techniques, NLP has a lot to offer coaches (see last edition of ICN for NLP articles), and integrating NLP into coaching practices can turn a competent coach into an excellent coach, but as we all know, a tool is only as good as the person using it. Coaches working in leadership areas (and other areas for that matter too) need to have a wide and varied set of tools, but there is no point having knowledge of these tools if you have no awareness of the impact you as the user has on others when you put them into play!

To be successful and effective in the wider coaching world, coach education and CPD, needs consideration of the wider, ecological aspect of coaching, which contains, at the heart of it, the coach and how the coach thinks, feels and acts but also the effects that this thinking, feeling and acting has on their clients and coachees.

Emotional Intelligence Competencies

We hear a lot in the coaching world about developing the emotional intelligence (EI) of our clients, but what about the coaches EI? For me, this is the key starting point in our practitioner trainings for all coaches, as understanding the impact of our emotions, our thinking styles, our motivation and our empathy should be the number one focus for anyone considering embarking on or furthering a career in coaching.

Without a good understanding of EI competencies,
I believe we cannot be truly effective in the work we do.

**Social Intelligence Competencies**

Fundamental for anyone in a leadership position (and quite frankly, this could apply to many of us across a range of roles) as this is about successfully negotiating the complex social relationships that we all engage in on a daily basis. Whether that’s to strengthen and nourish relationships with friends and loved ones, in our coach – coachee relationships or in a work situation, having people around you that want to work with and for you, is essential if we are going to get the results and outcomes that we set.

**Getting engagement to participate and dealing with drops in motivation**

In sport, most athletes make the choice to participate, particularly at the elite level (a generalisation I know, but there’s not space in this article to go into fears as a driver for participation, parental expectation, away from motivation etc. so please bear with me on this point!) and even then it’s a pretty tough road to stay focused on at times! Depending on the sport, very early mornings, cold and miserable conditions, repetitive gruelling training sessions that leave you mentally and physically exhausted, injury ..... (you get the picture) ... can leave even the most dedicated wondering what on earth they’re doing this for and where has their motivation disappeared to? If only it were as glamorous and exciting as the Olympic TV coverage would suggest – four years of training for a make or break event – how’s that for needing mental toughness?

For many in business, being in a central role where you have to ‘perform’ can feel a lot like being a competitive athlete, and although not everyone experiences the pressures of having to produce the results in the same way, or in such a public space, being mentally tough or resilient is a key aspect – and something that leadership coaching can all help with.

As a coach in both sport and life, we not only have to get the initial buy-in and understanding of who actually does the work, but we also need to understand what’s happening with motivation, and how we can assist our athletes and coachees to re-engage with motivate states when needed. Good coaches will use a variety of approaches to assist the athlete or coachee in this, both to remind them of why they are engaging in this process in the first place, and to also help with the inevitable troughs with they happen!

**Engagement involves areas such as:**

Working with values – vital for understanding why we do what we do! To ignore values is to ignore the central driving force within all of us that picks what we spend our time, money and effort on, and as such, is central to sustained motivation over time. Creating a mind set for success – anyone trained in NLP will be familiar with the belief frames of cause > effect, results v’s excuses, perception is projection, operating at 100% and the mind-body connection and how these can be used to great effect. Along with values work, setting intent and other ways to reframe our thinking, we can use these belief frames for creating a mind-set that works towards building that mental toughness and resilience, and to focusing thoughts and behaviours on what we need to do in order to get the outcomes we desire.

Sport is a highly competitive area, and particularly at the elite level, where the smallest enhancement of performance could make the difference between getting our outcome ... or not!

Developing social and emotional intelligence competencies, through NLP and sport psychology trainings has been a key aspect of the coach education work we have been delivering over the last 12 years to elite sport in the UK (and beyond). All of the major sports we work with such as The ECB (England and Wales Cricket Board), UK Sport (governing body for all Olympic Sports) and the RFU (Rugby Football Union) credit success on the field as being down to having vision for the future, strong leadership and great coach education. To quote UK Sport and their commitment to sporting success, ‘world-class performance can only be delivered by world class personnel’.

Louise is a leading GB Sports Psychologist, working with teams and individuals in elite sport, and a coach educator in both sport and business.

She is the founder of Inside Performance™ Consulting, a successful Performance Coach, Supervisor, BASES Accredited Sport Psychologist, BPS Chartered Psychologist and NLP Trainer and Consultant.
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**CITIUS, ALTIUS, FORTIUS. Faster, Higher, Stronger. If not now, then when?**
Leadership skills are valuable for moving you through your career and into a leadership role. It’s critical to every business to cultivate leadership skills at all levels. No matter what your career situation, you can learn to develop strong and effective leadership skills.

Consider the following tips to help you in developing leadership skills:

- **Initiative**: act on opportunities, become a leader before others view you as one.
- **Responsibility**: be responsible for own objectives and set priorities.
- **A “can do” attitude**: solve problems, rather than to pass them on to other people.
- **“Go the extra mile”**: go beyond your job tasks. Do work that gets you noticed.
- **Show enthusiasm**: this will be noticed and you will eventually be rewarded.
- **Take ownership of problems**: anticipate potential obstacles, take pre-emptive action and act quickly to resolve issues.
- **Make improvements**: introduce positive changes to the way things are done.
- **Innovative thinking**: act in an innovative way.
- **Learn**: gain new skills that will enhance your capability.
- **Observe**: follow and watch others whom you feel are successful and try to imitate their style of leadership. Keep your mind open which will help you to make the necessary steps.
- **Positive feedback**: positive feedback is good because it allows you to observe yourself through the eyes of someone else whom you trust, so listen carefully to it and learn.
- **Communicate and connect with other people**: get in touch with people who know the ropes and who are willing to share a lifetime of learning.

Take actions and steps to be the leader you want to be and think how you can improve your leadership skills.

**LEADERSHIP CAN BE CHARACTERIZED BY SKILLS SUCH AS:**

- Sharing information with a team
- Understanding needs and characteristics of the group
- Knowing which resources to use in team development
- Coaching and counselling
- Being the example
- Planning and evaluating
- Decision making

**By Dominika Miernik (United Kingdom)**
WHAT TO LOOK FOR IN A CORPORATE COACH

By Mark Friedman (USA)

In a recent study conducted by the International Coaching Federation (ICF) and PriceWaterhouse Coopers (2012), it was found that Coaching as a profession is growing by leaps and bounds. ICF is the largest and most well-known professional association for coaches. They report that from 2004 to 2011 the number of ICF members grew almost 700%. Professional coaches increased in number from 7000 members in 33 countries, to 47,500 in over 117 countries. These coaches will generate close to $2 billion in annual revenue/income. And according to the same study, many coaches are optimistic that their practices will be growing in 2012. Growth will be both in the number of people served, as well as in the number of hours spent in coaching.

At this stage of evolution in the profession, there is no regulation and no official certification to become a coach. While there is a huge amount of advice on how to become a coach, there is little advice on how to select a coach. There is a growing body of independent research that shows that working with a coach can have a profound positive impact both on the person being coached, as well as the organization for which they work. So what should a person look for when hiring a coach?

Here are some things to consider:

**Does the coach have a track record?**

It is critical that your coach be able to relate to your work environment and experience. What experience do they have that can help them to help you? Do they have experience with situations or challenges that you currently face?

**Will the coach keep ahead of me as I progress?**

What does the coach do to keep up with trends and challenges in organizations such as yours? Does the coach have a plan in place to continue their own professional and personal development? How resourceful is the coach in being able to continue to work with you as you grow, to develop and implement plans that will move you forward?

**Does the coach model the standards I see for myself?**

One of the key ways that people learn and grow is by copying the behaviour of others. Your prospective coach should be demonstrating the principals and behaviours that are critical for your success. This is important so you can observe how the critical behaviour is being used, and gives you an idea of how to re-create it to work for you.

**Does the coach display good common sense about issues that affect me?**

It is critical that you and your coach see “eye-to-eye.” Working with someone who seems to make sense and moreover, displays good common sense about issues that concern you, is critical to building rapport and trust.

**What kind of plan or strategy does the coach have? How can I track my success?**
Good coaching involves a partnership. To help you be effective, a coach should help you articulate your goals at the beginning of coaching. Your coach should work with you to help you to articulate the outcomes that you want to create. In The Seven Habits of Highly Effective People, Steven Covey suggested that effective people “start with the end in mind.” Once the objectives (and or ends) are articulated, your coach and you can lay out a plan for achieving them. These objectives can also be a benchmark or ruler to help you track your success.

Am I paying the coach or is my organization?

Coaches can be hired directly by the individual, or may be hired by an organization for the individual. Regardless of who hires them, the goal of the coach should be to help the individual grow and to be a top performer. Coaches should be transparent in answering questions about their plan and what they are trying to accomplish with the client.

When the coach is hired by the company, one concern is that their “loyalty” is to the company, and not the person being coached. However, the coach should have clear boundaries regarding what will be discussed with the company. E.g., it is perfectly reasonable to expect that the coach will report on “job performance.” That is, is the person showing up for coaching? Are they doing the assignments? What are they accomplishing, and what progress are they making toward their goals? If the company had some specific goals they wanted the person to accomplish, how are they doing against those goals? On the other hand, anything of a personal nature about family, past experiences, personal weaknesses, psychological assessments that may have been completed, and/or questions about career directions, should be confidential and absolutely NOT discussed with company management. Before you select a coach, particularly if they are being suggested by your employer, ask them what information they see as legitimate communication with management.

Is the coach internal to my organization (OD & T, HR, OE)?

More and more companies are establishing internal coaching resources. Because they are employed by the same employer, there may be a conflict of interest in terms of what they will or will not discuss with management. Before you begin coaching, get clear about what they consider confidential, and what is not. Further, you might want to consider getting this in writing. This will avoid any misunderstandings now or in the future.

Picking the right coach, one with whom you can develop an on-going collaborative relationship, can positively impact your personal and professional successes!

Mark is a Principal in MJF Associates, Human Resource Development Consultancy, located in Houston, Texas. He has over 25 years of experience in Organization/Management Development, Executive Coaching, Strategic Planning, Team Building, and Career Development. Mark has worked in a wide variety of industries, government and academia helping clients develop leadership skills and operate more effectively. He earned a Ph.D. in Industrial/Organizational Psychology from the University of Tennessee, Knoxville in 1980. He lives in Houston Texas, with his wife Alice and can be reached at markf@mjfassociates.com and 281-493-0641.
LEADERSHIP COACHING

My Vision = Our Vision

By Ashutosh Tewari (India)

"Be the change you want to see"
– Mahatma Gandhi

The leadership qualities which Mahatma Gandhi displayed during India’s freedom struggle were based on setting a personal example. He never asked anyone to do anything. He simply did it himself first. He never lectured on the correctness or incorrectness of an idea. He did it and let others do the evaluation. He developed a mass following and his ‘vision’ became the vision of each Indian. The outcome is well documented in the annals of history.

In a way Gandhi practiced the best principle of Leadership Coaching. He set out a vision, brainstormed his options and put in place an action plan and started doing it himself first. Hence, what started as a vision of one man became the mission of all men and eventually the vision of every man.

Business and Leadership Strategies

Business coaching is largely implemented by most industries and companies. However, there are few who align their business goals with their leadership strategies. The industry must align its business strategy with a comprehensive leadership strategy in order to achieve organizational goals and objectives.

Why Leadership Coaching?

Coaches must provide the ‘leadership’ for steering the leadership strategies of industry/organization. Coaches have the necessary skills to ‘enable’ the organizational vision, processes and culture.

- Leadership coaching is about putting the various pieces of the leadership strategy puzzle into a coherent whole.
• Coaches must endeavour to identify the Leadership Gap and provide coaching solutions to reduce the gap between the current situation and future expectations.

• Coaches must integrate individual and teams’ short term objectives with their mission objectives. These must finally merge with the organizational vision and values.

• Leadership coaching is about reaching a ‘Critical Mass’ between the fusion reaction of the business and leadership strategies. Coaches must hone up organizational skills, talents, drills, techniques from being isolated to becoming a ‘habit’ which gets translated into a ‘tradition’ or ‘culture’ in alignment with the organizational value system.

Coaching Questions
Coaching questions can therefore be framed to address the under mentioned salient issues:

• Present skill levels
• Present and desired leadership talent
• Individual/Team values, goals, mission
• Organizational vision
• Identifying the leadership gap

Conclusion
Leadership coaching is not about making one Mahatma Gandhi, it’s about making a movement or culture of Mahatma Gandhis.

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**Brief about the author**

Ashutosh is an Indian Life Coach. He is a Certified Personal Transformation and Master Spirit Life Coach from Symbiosis Coaching Institute, Canada. He has 26 years of experience of Leadership in the Defence Forces, a Certified Personal Transformation and Master Spirit. I am a B Tech in Electronics and Telecommunication. He is based in New Delhi and a member of the ICF Delhi chapter. He also finds time to teach young boys and girls how to set and get Goals.
Learning has been around as long as humans. The cognitive element has changed as the economy has changed. Now a different learning environment is required which can deal with complexity, paradox and uncertainty. Oh, and there’s no right or wrong any more. So what is changing – or more to the point, what is staying the same in the leadership landscape?

How did we get here?

Leadership is emerging from a system that has been around since the time of the Roman Army, with command & control fanning downwards and outwards from the top of the organisation. It probably reached its zenith (or nadir) in the 19th & 20th Century, starting with the organisation of the European war states, where armament mass production and militarization of the economy collided with horrendous outcomes. However, ‘command and control’ hasn’t rolled over yet; it’s still alive in quite large pockets!

The start of the Computer Era towards the end of the 20th Century and the exponential growth in processing power meant that managers were no longer the product or technical expert for all elements of their team. This Youtube video demonstrates in an amusing fashion that the computing power of an interactive toy now has 4 times the computing power of the Apollo 11 lunar module.

Alongside this, product and project complexity continues to increase exponentially, and the vector and velocity of change is unrelenting. Alongside this, people’s ‘Success Formulae’ – the behaviours that got people to where they are - have frequently become outdated, as has organisational learning, as yesterday's solution rarely fits today's complex and paradoxical issues.
This complexity includes the workplace itself, with cultural diversity, working across timezones, languages and social cultures, virtual teams, geographically remote teams, outsourcing, project teams, homeworking, the varying requirements of babyboomers, Gen X & Y, let alone the speed of change in the external marketplaces. Executives now need to lead and influence people whose view of the world differs in ways undreamt of 15 years ago.

Equally – and predominantly in the western world - the swing to the rights of the individual over those of ‘big society’ began during the Thatcher/Reagan years, and with the Humanistic Movement of the 1960s meant that people started to expect to have a say in what they were doing. Less big government, less paternalism from employers, more ‘choice’ for the individual to make decisions about their career. For this read: “As well as everything else you have to proactively manage your career as well!”

Globalisation is with us. However, as current poverty, conflict, lawlessness and revolution around the world continue to demonstrate, we aren’t living through ‘the end of history’ (Francis Fukuyama (1992) The End of History and the Last Man Standing New York; Free Press) where everyone is pushing towards a capitalist liberal democracy. Global organisations continue to meet both internal and external challenges.

What is less clear is how well executives are coping with this new reality. A recent survey found that only half of the CEOs interviewed considered themselves prepared for the complexity of the global business environment that is unfolding.

The Present

Whilst coaching had been around since time immemorial, it has taken this perfect storm of events to bring about the unprecedented and explosive demand for it. (For the sake of this article, we will look at external coaching as opposed to internal coaching or the leader as coach.)

Prior to 1995 it wasn’t easy to even find an Executive Coach. These days just Google ‘Executive Coach’ and you have an astonishing 25.5 million responses. (This has increased from 10.1million in 2008). This reflects not only the fact that coaching is still in an unconsolidated growth phase, but also that it is a highly fragmented cottage industry, where the ‘boutique’ businesses are currently the main incumbents. However, it’s a cottage industry valued at over $2.00Bn. (2012 ICF Coaching Survey).

Business & Leadership coaching draws on different pre-existing fields of study, including consulting, systems thinking and cybernetics, adult learning, the human potential movement and psychology. Each bring their own focus or lens to coaching. The main point of agreement is that quality coaching methodologies can promote cognitive complexity in executives, thereby better-equipping them to tackle the complexity of their business environments.

The industry generally demonstrates low brand strength and awareness, but tremendously high loyalty to the individual coach, leading to business being driven by relationships. Consequently, many commissioning organisations, including those who lead the way in the implementation of coaching, actively include small or medium sized coaching providers on their coaching panels. There are significant barriers to scalability for smaller businesses, with large scale assignments handled with associates and some coaches franchising their businesses. Specialist coaching companies are now emerging and to make their business model work they typically aiming for the ‘high end’ with coaches that have previous experience to match.
Additionally, the range of coaching providers also muddies the line of sight for the hiring company. At one end of the spectrum, coaching may have been added to an existing range of consultancy services; whilst at the other end of the spectrum is the well motivated, philanthropic individual for whom it is a significant interest rather than a business with measurable outcomes. Low barriers to entry have led to inexperienced and unqualified people entering the industry. Over recent years there has also been an abundance of professional people who have been made redundant – or opted out – from corporate companies who have set up in business as an Executive Coach.

Content varies as broadly; Sherpa Coaching’s ‘2013 Executive Coaching at the Summit’ report stated that 41% of coaches worldwide bring a unique approach from client to client, 30% use their own process and 29% use a published methodology; interesting reading when compared to any of the myriad definitions of what coaching should be. They also report the move from reactive (derailment assignments) to pro-active coaching assignments, the top three of which are Leadership Development (over 50%) Addressing a Problem (around 30%) or assisting a career transition (around 20%) So what on earth are these myriad coaches doing that makes people want to come back for more and create this growing industry that seemed to some degree to be recession proof? And can we measure it...

People are, of course, not binary. We are Complex Adaptive Systems (CASs), living and working in a world of CASs. They all produce effects that are not fully predictable, no matter how much data is available.

“CASs operate by underlying probabilities and regulations and rules. That opens up a world of opportunity to help work within in them. You can’t govern a CAS - but you can influence it. In human systems, you can influence behaviour patterns in the system by making interventions at critical points and in critical places. By probing around in the system it is possible to find such opportunities.

Often, complex adaptive systems produce very untidy environments that do not respond to command and control management approaches. Soft systems methodologies describe problem situations that arise around these environments as ‘messes’ or ‘wicked problems.” (Geoffrey Abbott PhD, Director, Centre for International Business Coaching. Course handbook ‘Coaching for a Global Mindset’).

Ultimately, coaching is a complex adaptive system dealing with complex adaptive systems. Maybe coaching’s best outcome is the ability to generate probing conversations. Great coaching conversations should be generating cognitive complexity and agility, challenging existing thinking and leaving people with a new framework to improve the way they operate. If so, this leaves the quantification of coaching outcomes in an interesting dilemma...
The Future.

The future of coaching is here, and is evolving constantly. Meyler Campbell’s first annual survey highlighted over 200 emerging trends.

What isn’t happening is that there is no officially recognised body to represent coaching, with a number of organisations, both nationally and internationally, vying for the de facto position of representing a coaching industry. A major player in this area is Noble Manhattan, one of the longest established coaching training organisations, http://www.noble-manhattan.com/and its courses are accredited with the IIC (International Institute for Coaching) For further information contact info@noble-manhattan.com

Team coaching is an emerging area; the benefits of one person going through the change process being multiplied when a whole board can be taken on a journey. Trust and confidentiality in these circumstances can be major issues. Each board member is aware that the coach is working with their colleagues. Without a high level of trust being built up by the coach, board members may hold back from discussing sensitive issues and therefore get limited benefit from the sessions. The coach clearly needs to hold back a considerable amount of confidential information, and often has to hold back from sharing relevant ideas or facts gained with another board member. The art is for the coach to manage this process which involves sharing themes and ideas across the group sessions without breaking confidentiality that might breach or compromise the integrity of the coach and the process.

Cross Cultural Coaching. Like the businesses it works with, professional coaching needs to reinvent itself to keep pace with the new reality of the changing global environment. Coaching, at its best, informed by good theory and practices and case studies around international business in the true sense, is uniquely placed to encourage people into new kinds of conversations that deepen and build their cognitive capacity and enable them to make sense out of circumstances that are extremely complex. A seminal work in this space is the Routledge Guide to International Business Coaching, (edited by Michel Morales & Geoffrey Abbott, 2011) as are Abbotts seminars delivered through the Centre for International Business Coaching.

Neuroleadership. There is a growing body of research in behaviour and the brain. A central figure in this is David Rock. As the FAQ paper on the NeuroLeadership Institute website states: “Neuroleadership is an emerging field of study connecting neuroscientific knowledge with the fields of leadership development, management training, change management, consulting and coaching. The NeuroLeadership movement is intended to help individuals and organisations of all types fulfil their potential through better understanding how the human brain functions at individual, team and systemic levels.” This is a clear injection of scientific findings into the previously limited science of coaching.

So, a whirlwind gallop around the past, present and future of Business Coaching. What can we take from it?

• That what coaches do, when properly informed and themselves coming from a fairly deep understanding of the nature of complexity, is to ask questions, challenge and introduce ways of thinking that can help executives become better at managing the problems they face.
• That the market is still growing
• That coaching offerings are as diverse as the people offering it
• That there is little industry research, consolidation or brand loyalty
• That it is still ‘work in progress’; that coaching needs to continue evolving to meet the changes ongoing in its client market

Like the message that is delivered by coaches unto others, the individuals who make up the coaching profession will need to experience a great deal of personal change to continue to deliver quality products. As Dr W Edwards Deming the quality guru ominously said ‘Learning is not compulsory, but neither is survival’.

SUGGESTED READING LIST

The central tenets of coaching are four-fold: that the Client has all the answers they need; that a Coach is non-judgemental; that a Coach is non-directional; that “what is essential is invisible”.

The first principle - that the Client has all the answers they need - is fundamental for a Coach to practise. It derives in essence from Vedic teachings found in the Upanishads – a collection of texts which form the theoretical basis for the Hindu religion. In her 2006 work “The Great Transformation – The Beginning of our Religious Traditions” Karen Armstrong discusses this philosophy and its contention that the ultimate reality is the Self, and that the world, and God, are subordinate to the Self. Thus the Coaching premise that we create our reality by identifying our individual truths is mirroring this ancient understanding of theology, cosmology and philosophy.

It is crucial that this principle is explored at the earliest stages of the Coaching relationship. It is similarly vital the Client thoroughly understands that their Coach is NOT responsible for offering solutions or advice and that the Client will decide their every consequent step -based on the information they elicit from the Self - a process is required that demonstrates the Coach’s absolute faith in the Client that they do, indeed, have the answers.

Once established, however, this knowledge is exhilarating and utterly empowering. The very first act of deciding to effect one’s own transformation is momentous and reflects two marginally more recent proponents of the existence of “creating reality” in the forms of Ibn Sinu (980 – 1037) and Rene Descartes (1596 – 1650) who each demonstrated to their own satisfaction that doubting one’s existence requires the prior existence of an entity that can doubt.

Muhammed Umar Memon, in his essay “Cogito Ergo Sum and The Flying Man” which appeared in the Urdu edition of “Dawn.com News” on 9 September 2012, correlates Ibn Sinu and Descartes’ separate but similar experiences of understanding the fact of their existence: to each of these men the Self was the primary reality. Thus, having accepted the reality of one’s Self existing as an active principal, it is a very short stretch to admit the possibility of that Self having the self’s answers. Quad Erat Demonstrandum.

The importance of being non-judgemental cannot be over-emphasised. While some may choose to question whether a person can be truly non-judgemental and may, at most, grant that judgement can be suspended, an effective Coach will successfully leave their ego out of the equation: the only truth which matters in the coaching relationship is the Client’s perception of such. It is, however, a truism that it is necessary and useful to challenge universal truths the Client holds if these are limiting or otherwise damaging to the process of self-change and realisation. Building the coaching relationship is a dynamic process which nurtures honesty, trust, reliability and curiosity.
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An essential aspect of Coaching is the belief that each individual is “naturally creative, resourceful and whole”. What the Coach has to do is facilitate the Client’s transition into this mind-set. To do this, the Coach will offer his client “unconditional positive regard”, that is, the complete acceptance of the Client as they are through the Coach’s listening to the Client and understanding them. The renowned psychologist Carl Rogers (1902 – 1987) held that “The organism has one basic tendency and striving - to actualize, maintain, and enhance the experiencing organism”. In seminal works, such as “Client Centered Therapy: Its’ Current Practice, Implications and Theory” Rogers posited that “As no one else can know how we perceive, we are the best experts on ourselves.”

Thus, the Coach “learns” the Client from the Client and, having cleared his own mind of self-absorbed thinking, can effectively communicate with his Client in language couched in the Client’s terms.

To move the coaching process forward, it is important that the Coach focus on eliciting from the Client specific and descriptive words or phrases – this permits a more productive experience for both Coach and Client. For example, to ask “What prompted that decision?” is more likely to lead to a careful consideration on the Client’s part of their actions than asking “Why did you do that?” as that question may result in a knee-jerk reaction because the Client
feels/fears they have to justify their decision. The Client is under no obligation whatsoever to justify themselves to the Coach. Rather, the Coach ought to promote detachment and objectivity and seek to reduce the Client’s self-criticism, which can distort perception. To enhance the coaching process, a Coach requires to probe at deeper levels of awareness, to move the Client beyond his “comfort zone”.

It is useful to consider the function of questions in the coaching relationship. The Coach is required to pose questions designed to draw out information which is of use to the Client, by raising the Client’s awareness and their appreciation of their responsibility to act upon that information. The Coach does not need the answers, the Client does; crucially, though, the Coach must satisfy himself that his Client has educed sufficient information from the answers to move forward. Taking as a basic premise that “building awareness and responsibility is the essence of good coaching” it is useful to consider how this is achieved. Primarily, of course, the Coach’s responsibility is to be non-judgmental in all dealings with his Client. This, I believe, encourages and supports the Client’s efforts to be less self-judgmental/critical.

While the Coach is “learning” his Client, the Client can begin to similarly mirror the non-judgmental behaviour displayed by the Coach which, in turn, develops the Client’s ability to let go of limiting beliefs; instead a mind-set can be nurtured which allows the Client to be open to the possibilities of changing their life.

Within the coaching relationship there are no expectations, other than complete honesty, with which the Client is bound to comply. That complete honesty is the foundation on which the success of the coaching relationship will be built. Part of psychologist Carl Rogers’ work was the defining of an individual’s ability to realize goals, wishes and desires leading them to “self-actualise” and become “fully functioning persons”. Rogers believed that all individuals have the potential to achieve this. Preventing this can be aspects of childhood trauma; inability to live in the moment (Rogers defined the opposite as the “ability to live existentially”); lack of freedom of choice; an inability to act constructively coupled with an inability to meet one’s needs. These all conspire to derail an individual from being whom, had all gone well, they would have become.

Coaching however, does, equip individuals with the skills, tools and mind-set to realise these goals. Gerard O’Donovan (Noble Manhattan Coaching) cites Mihaela Berciu (Essential For Excellence Coaching) and her comment that “A dream becomes a goal when action is taken towards achieving it”. It is important that each party remain focused on the fact that seeking coaching underlines the client’s desire for/to change.

There is another aspect of the coaching process which underpins the successful pursuit of self-actualisation: put simply - since the Client has all the answers they need, it stands to reason they essentially are already who and how they wish to become.

I believe it is akin to the process whereby a sculptor believes that the form their sculpture will take is already within the stone; the sculptor is the catalyst through which the transformation takes place.

Having reviewed the importance of being non-judgemental, it is useful to assess skills and methods with which a good Coach will ensure their opinion and judgement do not distort the coaching relationship and elicit the most constructive experience for their Client. One significant skill the Coach will utilise is that of “active listening”. The Coach’s goal throughout the coaching session is to be utterly focused on the Client’s presentation; their tone of voice, the pauses in speech, the pace at which the Client is talking, the emotions expressed in their speech and the things which are not said.

A further significant duty for the Coach is to constantly bear in mind that the coaching sessions are categorically NOT about the Coach, they are all about the Client. I believe this is the lodestone of coaching; that its’ purpose is to empower the Client to be the best version of themselves possible. Whatever the answers discovered by the Client, they are the ones which resonate and pave the way for transformation.

In conclusion, there are two particular points I believe are vital in the practice of coaching. First is unconditional positive regard – this is where the relationship begins. Arguably, it may be the case that few individuals have previously experienced this level of support and validation; however, entering into a coaching relationship demonstrates an individual’s faith, and their concomitant belief, that they can have a life-changing experience via coaching. I think
it unlikely that a man or woman would embark on such a journey and NOT anticipate their beliefs/fears/assumptions being challenged.

To me, this is what makes the coaching relationship so rewarding: to work with people who know and fully embrace the fact that they will have to commit to change. Second is the desire to make a difference: the possibility of making the world a better place to be...and the Client working with the Coach to make this a possibility...

Underpinning this process is the huge number of men and women who, daily, commit to making a difference – whether in their immediate close circles; in dealing with colleagues or in dealing with the world; all of whom have faith that their actions will empower and resonate and inspire.
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Why are most people not optimizing their performance and not realizing their full potential?

Personal and Professional Performance Optimization is about developing the Whole Person. Focusing on one single item, assessment, or strategy is not enough to optimize our lives—we must be holistic in our approach.

A second challenge comes from the fact that our society wants results in the time it takes to get dinner at the local drive-thru, with Twitter-level interactions.

Performance optimization requires time and dedication while embracing a holistic development model

Personal and Professional Performance Optimization is a lot like car racing. The team must look at the factors that contribute to success, then all those functions must work in harmony to win. As coaches a holistic approach is foundational to the long-term impact and results for and with our clients.

To provide a framework for developing the performance of the whole person, CRG created the Personality Development Factors Model©. The acknowledgement and proactive engagement of each of these factors sets the foundation for our success or failure.

![Personality Development Factors Model](image)
• Personality is the totality of who you are. Parts of your personality do change, through learning and experience.
• Personal Style is the part of your personality with which you are born and that does not change over time. Your Personal Style stays consistent throughout your lifetime.
Those phenomena allow the personality to have both flexibility and stability throughout life.

1. Personal Style Preferences

The foundation of our work at CRG was creating a unique model and assessment—the Personal Style Indicator—so that individuals could determine and confirm their Personal Style preferences.
Personal Style defines the naturally occurring preferences people have for engaging whatever they encounter in their environment. Their Personal Style is the way they consistently react to their surroundings. Their preferences are reflected in their various needs, wants, and values.

**Personal Style is your natural predisposition to perceive, approach, and interact with the environment, which includes time, people, tasks, and situations.**

It is essential to be aware of your Personal Style. A study by Talent Smart suggested that without knowledge of their Personal Style, only 2% of the population will realize their potential. Style is more important than education, age, IQ/intelligence, profession, or job level. Self-aware individuals achieved more of their goals, both at home and work, and enjoyed a higher level of satisfaction in life. If you want to optimise your performance and the performance of others, knowledge of Personal Style is non-negotiable.

2. Biophysical Influences

You and I could have similar Personal Styles but our biophysical influences could be quite different, causing each of us to engage life differently. In this factor, we include any and all biological and physical influences on the personality and body that occur during a person’s lifetime.

Because the source of our stress is unique to each of us, in our Stress Indicator and Health Planner we benchmark stress in five categories. The US Labour Department suggests that stress-related conditions cost employers $7500 per employee per year or $300 billion per year! The UK Government has pegged the cost of stress and illness to the economy to at least 10% of GDP.

Our health or lack of it has become a number one concern in the developed world. The latest research has identified the US, UK, Canada, Mexico, and Australia as the least-fit nations—and it’s getting worse. Developing countries are now starting to experience the same issues.

Recently, a medical doctor said that in North America, no health care system can support our current lifestyles. We have such poor wellness levels—over 30% of the population is obese and close to 70% of people are unfit. Even if you had a personality that wanted to be active, high energy, and engaging, it would not be possible with a lifestyle and biophysical condition that was not fit or healthy.

Our current health conditions make it impossible to optimise performance. Sorry, that’s just the way that it is. With extra weight comes a decrease in mental acuity and cognitive function. Memory loss, dementia, and Alzheimer’s have now been linked to our high-carb, grain, and gluten-based diets.

In 1988, I was moody and had severe emotional swings. One minute I was motivated and excited, the next I just had to go to bed to sleep. My doctor said I was manic depressive and put me on the antidepressant Lithium. About a week into treatment, I was ready to crawl right out of my skin—I was irritable and feeling not at all well.

My personality changed and my energy fluctuations made it impossible for me to optimise my performance.

A friend said, “Ken, you don’t have a depression problem. It sounds more like a biophysical condition.” At my insistence, the doctor conducted a glucose tolerance test (GTT). We discovered I had extreme hypoglycaemia—a blood sugar condition. When you consume sugar, your pancreas does not make insulin in the correct proportion, which causes all kinds of complications. My biochemical state had nothing to do with depression!

When I addressed my biophysical condition, my energy returned to speed! I lost 30 pounds and regularly run and compete in 5 and 10 kilometre races.

There are millions of people out there right now who will not realize their top performance level until they take care of their biophysical condition.
3. Self-Worth Levels

Does it really matter if your sense of personal value is high or low?

The answer is Yes. Absolutely!

Self-worth is a basic human need—essential to normal, healthy development. High self-worth helps provide flexibility, strength, and a capacity to regenerate. It relates to increased levels of mental health, life success, and happiness.

For some reason, many organisations avoid addressing the self-worth factor in their development plans and strategies. Denial does not diminish its importance.

Research has shown that individuals with lower self-worth have a decreased ability to contribute than those with higher self-worth. Low self-worth undermines all areas of human interaction and reduces a person’s resilience in the face of life’s problems. Low self-worth can also stunt psychological and emotional growth.

- Self-worth is the part of the human personality that determines personal value and importance.
- It is the area of our thinking that evaluates our behaviour, appearance, feelings, thoughts, and abilities.
- It outlines both the level of appreciation we have for ourselves and the way we feel about our inherent worth—what we believe we need to be or do to have value as a person.

The majority of research overwhelmingly supports the opinion that there are strong overall benefits to having high self-worth. More than a source of motivation and personal energy to engage life, self-worth reveals areas of psychological vulnerability.

Dr. Nathaniel Branden, author and researcher of Our Urgent Need for Self-Esteem, sums up our thoughts in this quote. Self-worth provides the experience of being able to cope with the basic challenges of life and being worthy of happiness. It consists of two components.

- **Self-Efficacy**: Confidence in our ability to think, learn, choose, and make appropriate decisions

- **Self-Respect**: Confidence in our right to be happy and the belief that achievement, success, friendship, respect, love, and fulfilment are appropriate to us

The basic challenges of life include such fundamentals as:

- The ability to earn a living;
- The ability to take independent care of ourselves in the world;
- The competency to form human relationships that are mutually satisfying; and
- The resilience that allows us to bounce back from adversity and to persevere in our aspirations.

In Learned Optimism, after a 25-year study, Dr. Martin Seligman confirmed that our responses to both failure and success highly predict our future results. He proved that if a person has a pessimistic response and outlook on life, it is virtually impossible for that individual to realize his or her potential.

**The Response of Optimistic Individuals to Failure**

When they fail, they don’t blame themselves for the failure. They acknowledge they did the best they could and they move on. They limit that failure to that event and don’t project it to other parts of their life. Finally, they limit the failure to that time zone and don’t project it into the future or on upcoming situations.

**How Optimistic Individuals Respond to Success**

When successful, optimistic people own and take credit for the success they achieved. They project that achievement into other areas of their lives and believe their success will prevail into the future. With a pessimistic attitude, that would be impossible.

The major point to remember is that our self-worth levels are learned—and whatever has been learned can be unlearned. The key is to understand how self-worth is structured within the personality and what can be done to shift it from the negative toward the positive. Personal Style theory can be a major advantage to help individuals embrace their individuality and their potential contributions to life.
4. Environmental Systems

This category includes any form of experiential stimulus we receive from the environment around us—a stimulus that does not belong specifically in any of the other categories. That includes all the general influences we experience in our lives as a result of being members of certain social, cultural, and ethnic groups. Examples include families of origin, geographic settings, cultures, organizations, communities, places of work, religious affiliations, and so on.

Even within our own countries, the differences between individuals growing up in the west versus the east or the north versus south can be significant.

To optimise performance, we must take into account the multicultural experiences and backgrounds of the individuals on our team.

A few years ago, I was doing an executive briefing of our Personal Style Indicator with a team of university professors. At the table was a sharply dressed woman of 50 who had recently emigrated from Asia. In a section of the program where I was discussing the strengths of her style pattern, she broke down in tears and left the room.

During the break, I took a moment to meet with her privately, to help understand her dynamic. Her Personal Style pattern was very direct, reflecting confidence and a strong desire to lead others and to tell the environment what to do. She was sophisticated and well educated, with a PhD. She shared with me that in her home country, she was not permitted to be herself because of the very strong gender bias or oppression toward women—confident female leaders were not accepted. With an emotional charge and obvious relief, she said, “Finally I am in an environment where I can act on my strengths and operate as I prefer, with no oppression or fear.”

To realise performance optimization, we must remove the barriers (environmental systems) so that individuals can play to their strengths. Too often, cultural restraints hinder performance.

5. Social Teachers

Sources of social teaching are changing. With two teenagers in our household, we understand the Y generation communicates differently than other generations. Facebook, Twitter, and texting are anchors to their social interactions. You Tube is the second-most-visited site for global searches, just after Google.

Much of the way we behave on a daily basis is learned from watching and imitating other people’s behaviour. Frequently, that learning occurs indirectly and often without our being aware of it.

A social teacher is anyone who has had a direct or indirect influence on the way you currently perceive, approach, or interact with the environment. Those influences could be positive or negative. For instance, copying the behaviour of social teachers has been shown to influence a broad range of behaviour, from aggressiveness in children to the way children reward their own performances.

The American Academy of Pediatrics (AAP: www.aap.org) confirmed that a child’s input reflects his or her output. Social teachers can be video games, social media, music, and the like. Exposure to media violence through television, movies, music, and video games can contribute to a variety of physical and mental health problems for children and adolescents, including desensitization to violence and aggressive behaviour, nightmares, fear, and depression.

Input Equals Output

The Social Teacher category always includes the people who raised us from birth—in most cases our parents. The category includes other family members with whom we frequently came into contact, especially the older ones; all your peers while growing up; and other significant individuals in your life, such as teachers, pastors, and athletic coaches. Even media personalities, historical figures, authors, sports celebrities, and movie stars can be included in the category if they had a significant impact on your thinking and behaviour.

An example of a social teacher is your first employer. I grew up on a dairy farm; I was taught to work hard and that taking time off was a treat. After my parents married, they worked for 14
6. Emotional Anchors

This category consists of any experience that causes an emotional response, either positive or negative. The memory of those events penetrates beyond our conscious reasoning into our subconscious mind, leaving us “different” than we were before the response took place.

Growing up on the dairy farm, my siblings and I were always conscious of safety around farm equipment. That was never clearer to me than through the following experience.

My father was harvesting silage—cutting grass for winter storage. After school, I hitched a ride in one of the silage wagons. They had chains and sharp spikes to unload the silage at the storage location. The driver pulled the silage wagon up to a powerful blower that threw silage six storeys high.

In the process, he had forgotten I was in the silage wagon. He had already turned on the blower. I knew I had to get out of the wagon or I would be injured or killed. I jumped but slipped onto the conveyor belt that fed into the blower. I was 2 seconds from death when a hired hand pulled me off the belt. Needless to say, I never rode inside another silage wagon and that event remains one of my Emotional Anchors. The experience has made me extremely safety conscious and cautious around any type of equipment. Just ask my kids. My three favourite words are safety, safety, and safety!

Emotional experiences may not start out negative, but they can end up that way. For example, a woman who gives birth to triplets may be overjoyed at first, but due to the extra amount of work involved in taking care of three infants, she might end up feeling resentful because she has no time to herself. While she loves each one of the children, the overall experience has become a Negative Emotional Anchor. Note that I said might end up feeling resentful. That same experience may not have the same effect on another mother.

Another example is the person who has been in a very serious motor vehicle accident who remains emotionally scarred for life versus the individual who may get over the collision quickly and still love to drive.

The Emotional Anchor experience category is the “window” through which counselors and
therapists often examine personal behaviour. If you have unfinished business from your past—fear or bitterness, for instance—talking to someone trained in helping people with those types of experiences might be beneficial to you.

The main point is that after we have a strong emotional experience, our personalities and behaviour change in some way. We do not remain the same.

To optimise performance, we must be willing to process and let go of any past experiences that are hindering us.

We have all met people who take their emotional baggage to the workplace—they can become toxic to their surroundings. Never underestimate the impact a toxic person can have on a team. Just one individual with negative energy can disrupt a large work environment.

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“[I] found the 3-day Certification Assessment Systems Workshop extremely insightful, impactful and empowering. I completely resonate with the dimensions and especially the focus on the blends of dimensions - how they drive a person’s behaviours. When people understand one another better, it leads to improved relationships. The CRG assessments are so much better than MBTI.”

Shawna Medley, MA - Senior Counselor, Trinity Western University
7. Spirituality

In the Personality Development Factors Model©, you will notice the side profile of a person with the word Spirituality beneath the image. Spirituality is part of our model because we recognize that a person’s beliefs and spiritual perspective highly influence behaviour, choices, values, and life satisfaction.

Writing about spirituality can be a sensitive issue for some people. The oppression we know as political correctness has hindered full engagement of this subject. By not mentioning it, we deny each other access to answers that will bring resolution to our true purpose and meaning in life—and to the underpinning to everything we are and do.

In our Personality Development Factors Model©, we are referring to the foundational beliefs on which our lives function. That is the deepest level of awareness we can achieve.

People’s beliefs highly influence what they will and will not do. I recall someone in one of my programs stating he did not believe in anything. That was his belief system. Humans cannot be void of a belief system. Believing in nothing is still something.

I have witnessed a significant difference in the productivity, peace, and performance of people, depending on whether they are clear about their spirituality—or confused. At some time in their life, most will ask, What is my purpose? Exploring the possible answers will influence their performance.

Are You Willing to Do the Work?

Unfortunately, most of us are not! We want to achieve success overnight, which is rarely possible. The Personality Development Factors Model© frames primary areas that all of us must consider to help us live more fulfilling and productive lives.

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Attention: Coaches and Development Professionals

The entire family of CRG assessments in the Personality Development Factors Model© can help you benchmark the condition of your clients easily and quickly. CRG’s assessments include the Personal Style Indicator, Sales Style Indicator, Stress Indicator and Health Planner, Self-Worth Inventory, Entrepreneurial Style and Success Indicator, Values Preference Indicator, Learning Style Indicator, Instructional Style Indicator, Job Style Indicator, Leadership Skills Inventory-Self or the Leadership Skills Inventory-360°.

Note: CRG and ICN have partnered to provide you access to CRG’s Holistic Assessment System. CRG was founded in 1979 to address the concerns they had (and still have) with assessments like DiSC, MBTI, True Colors and others. They started with the Personal Style Indicator (now in 12 languages) one of the first multi-theory based style tools. Their track record is that 80% of professionals switch to CRG assessments once they learn about the differences from others.

The purpose of CRG’s Holistic Assessment System (over 100 items) is to provide you the professional, internally or externally, the resources you need to benchmark key indicators in several areas. From personality, sales, leadership, values, stress and wellness, self-worth, learning and instructional styles, business, entrepreneurship, job fit & compatibility, communications, team building, purpose, and others - CRG has built a comprehensive solution for you.

Because CRG tools are all self-score and self-interpreted, you are not required to attend certification before engaging them, however it highly recommended you attend CRG’s certification since training on other assessments will hinder the proper use of CRG assessments. CRG’s 3-Day Assessment Systems Certification takes place in Vancouver, Canada though you have the option of hosting an event at your location. This certification qualifies for 30 IIC or ICF CE Credits.

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Ken Keis, MBA President of CRG, is considered a global authority on the way assessment strategies increase and multiply your success rate. In 24 years, he has conducted more than 3000 presentations and 10,000 hours of consulting and coaching. Author of Why Aren’t You More Like Me? Discover the Secrets to Understanding Yourself and Others, Ken has co-created CRG’s proprietary development models and written over 3.5 million words of content for 40 business training programs and 400+ articles. Ken’s expertise includes assisting individuals, families, teams, and organizations to realize their full potential and to live On Purpose! Contact Ken at 604 852-0566, info@crgleader.com, or to www.crgleader.com/home?partner=icnmag
Imagine the story of the “Little Buddha” but this time, him, the odd child, surfing the Gold Coast of Australia cruising with his Jeep over the 50 kilometre long white sandy beach of Noosa North Short in Queensland. Married to an Aquarius woman resultant of the determination of his dreams fulfilled in less than a decade, Alistair Horscroft is a handsome, fit, funny, intelligent, humble and a confident people’s magician of modern times; he has moved continents, declined millionaires’ offers, and become successful with one conviction in mind, INTEGRITY.

Without any doubt Alistair is a gifted child! He has dedicated his entire life to search and question the way life is meant to be in order to flow right into the realm of happiness and authenticity. From philosophy to NLP, from hypnotherapy to life coaching, from martial arts to massage therapy, throughout his life he has embedded these skills to provide the level of excellence he carries nowadays in his work.

Founder and director of “The Mind Academy” in Queensland, Australia, Alistair Horscroft accepted an invitation to be interview for ICN magazine, since he has been known as a renowned and successful coach specially on the subjects of procrastination and phobias, and he shared with us his life, his views and his dreams for the coaching world. During my long distance conversation with Alistair, he in sunny Noosa, Australia and me in cold Bucharest, Romania we sipped our coffees and tasted the flavour of one big open question: How would you describe your life in three Acts as if it were an Opera?

The following article is the journey through the three acts of
Alistair’s Operatic life, described as: Act I, Innocent Rebellion, Act II Feeding Knowledge and Act III Awakening. From being the youngest meditator guru I ever met, at the age of 5 years old, a world traveller within spiritual India and exotic Australia, to becoming a driven, ethical and determine old scholar coach, Alistair shared with us an honest, lucid and down to earth recount of how he achieved all his dreams in his earliest 30’s and how he sees the future of coaching as a turning point to magic and serious commitment to the process of an individual more than a rushing action based outcome program most coaches are driven by nowadays.

ACT 1: Innocent Rebellion
Being the young spiritual child he was, Alistair summarised his first act as a time when he absorbed all that was given to him through his dual spiritual and rigorous teaching. He lived this period with a sense of purity and benevolence, as you would expect during an early age in life, “I would start with innocence and naivety, and the courage to pursue my life, but naïve”, said Alistair with a profound sense of reflection as if memories were rolling back to the very front of his present life. Brought up in a family who embraced eastern philosophies, Alistair practiced meditation from the age of 4 years old, “my parents were very into spiritual pursuits when I was young and they followed gurus in India”, which certainly set him up for an early start on the journey to inner peace and life balance.

Enrolled in the School of Enlightenment, in London, the same school where he learnt to read Sanskrit, to debate eastern and western philosophy, and practice daily meditation, he also learnt a model of rigidity and the severe discipline of his gurus “...the school had a very military aspect to it, so we were meditating and also [physically] exercising when we were sick”, said Alistair, laughing at the irony of his experience.

But even though the purpose of this school was to “enrich enlightenment and not academia”, the young 9 year old child was already questioning its philosophy, which made him feel rebellious towards his masters. “I felt I should respect these gurus and masters because they have titles and followers; but another part of me wasn’t quite sure if they were following the truth...”. By the end of Act I our “little Buddha” had become hungry to know the rest of the world, perhaps wandering for his own truth. He expanded his big wings taking him to an adventurous explorative journey to the most far away points from England and travelled to Thailand, India and Australia, seeding in him not only a better understanding of the world and what role he was playing in it, but also the desire to make Australia, a decade later, his home.

ACT II: feeding knowledge
Little is needed to be said, but the young and charismatic Alistair, after travelling the world, returned to England at the age of 23 penniless but full of life experiences. However, this was not enough to content his hunger for knowledge and after living for a period of time in a state of financial scarcity, when he was living as one of the very first squatters in London, he decided to join the academic world, not so much because of the ‘intellectual’ title he was getting but because of the financial revenue this would provide for his next stage in life. At that time the British government would provide full scholarships to young people like him; food, accommodation and what he considered lots of pocket money granted him the opportunity to study every sort of course available in the personal development world, parallel to his University degree.

Learning complex ideas and the intricacies of neuroscience was not the only challenge Alistair took in order to become the strong and amazing character he is today. Since an early age, Alistair suffered from chronic anxiety which by the time of his university studies, had brought him to a state of solitude and social awkwardness, restraining him from time to time to the one tiny place he shared with his student colleagues in London. “My journey of mind has been a 'freedom of fear'... when I was young I suffered anxiety disorders from the age of 7, very severe, affecting many areas of my life, and I had this
incapacity to fight anxiety until my early 20’s”. Little he knew at this stage that challenging his biggest phobia would bring him to realise one of his dearest dreams; to have a TV show based on people’s phobias.

ACT II for Alistair was all about putting himself on the map of coaching, setting grounds for his bigger dreams and finding the essence of what he really wanted in life. Even when his options were broad and tempting, he was able to follow through from his heart. Although Alistair became a knowledgeable young guru, he was mostly thriving for a great life without setting any particular goals. It was only after he read many Tony Robbins’ books that he came to understand that if he wanted to manifest his dreams, he needed to have some kind of plan, or at least clarity on what his dreams were. He painted the picture of his goals, he wrote what he saw himself doing and having, and he realised them all:

1. To live in Australia (his dream since he was 5 years old)
2. To marry an Australian girl (Aquarius, blond, very healthy and fit)
3. To have his own Jeep car and drive it up to the beach next to his house (long white beach)
4. To have his own TV show (even though he knew nothing about TV shows)
5. To have a “certain” amount of money

With these five dreams in mind, our young and bright Alistair started his journey of fulfilment and plenty, achieving all five dreams in less than a decade and which certainly took him to the next level of his life.

Alistair Horscroft had the chance to become the Paul McKenna of today. Between 2003 and 2011 Alistair hosted various TV shows, but one of the programs which got him the level of popularity McKenna has today, was through the UK Discovery Health Channel, where he ran over a period of 5 consecutive years, 15 episodes of ‘The Life Guru’; a TV show about people’s phobias and fears.

In many ways, it is not accidental that Tony Robbins, Paul McKenna and Alistair Horscroft all started their ‘fame’ with a TV show on Phobias, “we all started with phobias because it is easier to demonstrate it”, as he recounted that all the people who volunteered for the show had a real and tangible phobia to be resolved in front of the camera.

However, working behind the scene to make the situation appear clear and resolved in a limited period of time to a TV audience, was not always an ideal approach for Alistair. His main intention with the programme was “to put NLP on the map”, by making it accessible to millions of people. But doing it on TV did not turn out to be the most rewarding experience for him. Outside of the TV setting, the process of clearing a phobia would take more time than the amount afforded by the producers of the TV studios. “The true journey of an individual…. [was one of] abuse and trauma” which Alistair was clearing up in a “ridiculously” short period of time through the TV series. By the end of the fifth year, the TV show had achieved a high level of popularity and Alistair was offered a contract to take his programme to the next level. He graciously declined the offer, “I just did not see myself doing this over and over again, and I wanted to move to Australia”.

ACT III: Awakening

Australia was about love, self appreciation and the quality of his knowledge and experience expressed to the world. As he dreamt in his early 20’s, Alistair did marry an Australian Aquarian woman, blond, fit and healthy! Although at the time he set his goals he had no idea how he would achieve them, let alone who would help him to get such a precise request. But his dearest and old time friend, Serbian, ensured Alistair’s path by finding him the woman of his dreams; “my friend called me and said: hey I have two Australian girls working in the store and they are both Aquarian”, recounts Alistair gathering his memories with the sweetness of a friendship in complicité, “I walked in two days later, and there she was, the woman whom I have been married to all my life”.

Sometimes dreams came about in a very different way than what we would imagined. Although for Alistair, having a coaching school was not necessarily clearly stated in his five dreams, by this stage and as an ongoing process, he had decided that he wanted to pursue a mission he had held in his mind since a very early age. He saw the need for a place where life experience and insightful academic knowledge would be amalgamated on an educational model, delivered to those who were seriously considering the path of helping others to reach their dream life.

It was only after seven years of professional coaching practice that Alistair founded “The Mind Academy”, a private school with the most comprehensive integrated program of modern Psychology which would...
approach human behaviour changes through hypnotherapy, NLP, and life coaching, within the field of therapy and mind training.

Located in Noosa on the paradisiacal sunshine coast of Australia, Alistair gave birth to what he called a “body of knowledge” infused in the courses delivered by “The Mind Academy”. He combined language and magic and created a space for developing an intimate relationship between practitioners and clients. It is that “ability of making it magical...to make something magical... not to do something ‘on’ someone, but to enable a person to have an experience” which would transform their life.

But what would make a vibrant personality as Alistair’s to develop a training school instead of becoming a public speaker like many ‘personality’ coaches have done in their career? What made him desert the millionaire offer of becoming a well-known hypnotherapist and motivational speaker on the TV screen of popular England? “I looked at Tony Robbins [for instance] and I asked myself, If I wanted to go in that direction?”, said Alistair as if he is searching for the right thought under this question, and “as much as I love what they do and say, [I realized that] they say the same things over and over, for over 20 years!...I just could not see myself doing that”.

In his heart Alistair really wanted to take coaching to the next level and “give integrity to the industry”, and through his experience he understood that having only one particular set of skills was not enough to provide an integral and profound influence in people’s lives in order to change the core of their unhappiness.

Life experience is all about context and the way we perceive the world in a given place and time in our life, therefore education without its context may fail the real insightful discovery of the discipline, undermining the gift one must share with clients in order to make that important shift in life. “Context is often missing, and context does come from life experience. I felt that people’s own values and life experience skills were not interweaving enough into courses, [and I also wanted to] help people to integrate the information into their life”; this is what Alistair calls a “body of knowledge” encompassed in the Diploma of Modern Psychology offered in “The Mind Academy”.

He “had a deep desire to teach a course that was truly comprehensive” and being of excellence was a priority for him. Coming from a personal experience based on the old schools of Indian gurus, “earning” your abilities was not about getting certificates, but immersing yourself in the field of study and living profoundly for a period of time until you reached that level of brilliance. This level of brilliance provided him with a genuine and thorough sense of “integrity” characterizing his work until today.

**The Future: Authenticity and Magic**

No future can move forward without a revision of the past, and the future is an ongoing of the past. With this in mind Alistair believes that “awakening” still happens in his life. He is constantly evaluating how he can bring real authenticity to his contribution to the world manifested in many ways, such as his private coaching school.

Many changes have occurred in the coaching industry, according to Alistair. Perceptive and deeply critical of the NLP movement, he believes that some of those changes have been good and important, and some detrimental for the field. In either case things have moved forward and nowadays NLP and coaching have reached a larger audience than what it did 20 or so years ago. He believes that “visibility is everything at this stage in time”, and the “amalgamation of some very good tools are coming together, [making] knowledge more accessible to more and more people, [which is] highly beneficial” for the industry and society.

But according to Alistair we also live in a community who does not always “acknowledge where they learn the information from”, leaving a feeling of lack of respect for the coaching professionals who have done so much for the personal development world. Even worse, “people started to work as content driven rather than process driven, [and] NLP was always about process”. Luckily, Alistair believes that mentalists, Like Derren Brown, and magicians are coming back to the front, bringing a higher level of skill on the “observation of conscious process”, like Grinder and Bander used in the “six states of reframes” in the early 70’s.

“The mentalist brought wonderful observation skills of the UNCONSCIOUS process. They made it fun, contemporary and have done a lot to show how most psychics or intuitives either knowingly or unknowingly are actually using cold reading, tricks and mentalism to get their
results. It’s an amazing experience to teach students how to get the same results as physics or intuitives through the understanding of unconscious process, awareness and skills.”

Alistair is optimistic and excited about the future of the coaching world, and he brings all his thoughtful contribution throughout the various trainings “The Mind Academy” is offering. When I asked him to share with us, three things he would like to develop in the future, his answers were:

- I would like to witness or be a part of genuine and high level modelling (of coaching schools)
- I would like to witness the creation of common sense integrated phase money modelling in the industry (a model which create an equal exchange of teaching and experience and financially viable profession)
- I would like to see more people doing honest ‘strength and weaknesses’ evaluation in this field

Knowing his character, understanding his achievements, and valuing the contribution he is making nowadays to the coaching industry, it is with no doubt that Alistair Horscroft would not only wish for these improvements but also be an architect of them. Exploring many other realms himself, such as music composition, furniture design, painting and other creative sources, Alistair takes the coaching world to a profound professional level of human development, and brings magical sciences as a medium into this new millennium into the greatness of all human beings and in alignment with the world and cosmic universe of abundance, prosperity and happiness. Certainly an operatic exercise which carries the passion and weight of an amazing and outstanding performance, Alistair becomes the Pavarotti in the coaching world, singing out loud and breaking sound barriers to challenge any status quo of an stale, selfish and superficial coaching practice.
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For this special feature issue, we have been scouting out a selection of the best downloads and online resources around the web, designed to help you as an individual or to help your business.

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Everybody knows that successful marketing is about keeping your options open. You offer a wide range of services to as wide a target market as possible, meaning you sell more of your coaching services. It stands to reason. Except that this notion is profoundly wrong! The way to keep your options open, particularly for sole-traders, is to be very specific about who you work with and how you can help them. This helps you come up with a meaningful value proposition or elevator pitch, from which you develop all your marketing messages.

When you are clear who you are marketing to, you can decide where and how to connect with them, how to engage them in conversation about your service and how to convert them to genuine prospects and, ultimately, to paying clients. Your marketing has real purpose and direction and you win business. What’s more it’s the sort of business you want, because it’s what you set out to win in the first place.

When you are not clear who you are marketing to, you undertake all sorts of marketing activity with very little to show for your efforts. And any business you do win may not be quite what you’re looking for. Ever ended up delivering a couple of workshops or taken on associate work or linked up with others to tender for work that never came off. It might bring a bit of money in, it certainly keeps you busy, but it’s not what you set up your business for.

To succeed in your coaching business you must know who you are marketing to.

Statistics show that people who follow up with potential clients win far more business than people who don’t. 80% of the available business is won by people who connect with potential clients 5 to 12 times. Despite this widely accepted statistic 90% of people give up on selling their product or service after 1, 2 or 3 connections. Broadly speaking this means 10% of people share 80% of the available business and 90% have to make do with the scraps, the 20% left over. Are you one of the successful 10%? Follow up, follow up and follow up again! You greatly increase your chances of winning business with Blue Chips if you do.
MAKE THE MOST OF WHAT YOU’VE GOT

I recently spoke to a coach who was bemoaning the fact that a long-term client, a senior director in a large global company, was moving within the company to Dubai. No more business from her!

What!!? Surely he had a few options. He could check out with the director how often she would be visiting the UK. He could check out whether she would be up for telephone coaching. He could also check out whether the company would be prepared to pay his travel expenses to Dubai – not unreasonable, given the value he brings.

However, what shocked me most was that this coach had been working with the director for a number of years and he had not picked up any work with other leaders in the company. He could have built relationships with other stakeholders in the director’s coaching, such as her line manager; the person paying for the coaching and human resources.

He could have measured results of the coaching and reported back to all of these stakeholders – the director would probably be glad of the positive exposure.

He could have asked all stakeholders, including the director he was coaching, if there were any other leaders in the company who could benefit from coaching. And he could have done this every few months or so. If he’d have done this, he might have seen the director moving as a great opportunity to connect with leaders in Dubai and win further business with them. Instead, he just saw it as the end of the road.

When you win business with a Blue Chip, you must make the most of it by building relationships, promoting the value of what you do and winning further business. It’s very much easier winning business this way than starting with cold prospects at networking events and the like.

You are not alone!

Toolful Coach

LEADERSHIP COACHING TOOLS

By Brigitta Banhidi (Hungary)

This is a conclusion most of my C-level coachees come to after having taken part in a leadership coaching process. But why would they think they had been alone beforehand? The answer is easy: because it is always lonely in the top. Imagine climbing the highest mountains: there is just no room for more. The same with being on the top of a company – you have nobody to share your problems with, to complain about your bosses together or simply to go out for a lunch with. You just have to be the head of a big population with all its authority, respect, trust and sometimes fear. Becoming a leader takes a long way from being a manager. It is the coach who can accompany you in this process. Here are some tools – amongst many – you can use efficiently.
To stop list

Most people think they need to learn new skills to grow into a new role. Sometimes, on the contrary, it is more important to get rid of certain behaviours. As Peter Drucker said, “Most leaders don’t need to learn what to do. They need to learn what to stop.” Following this logic, Marshall Goldsmith has listed 20 of such behaviours one would better stop to become a great leader.

<table>
<thead>
<tr>
<th>Winning too much</th>
<th>Adding too much value</th>
<th>Passing Judgment</th>
<th>Making destructive comments</th>
<th>Starting with “No,”“But,” or “However”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telling the world how smart we are</td>
<td>Speaking when angry</td>
<td>Negativity, or &quot;Let me explain why that won’t work&quot;</td>
<td>Withholding information</td>
<td>Failing to give proper recognition</td>
</tr>
<tr>
<td>Claiming credit that we don’t deserve</td>
<td>Making excuses</td>
<td>Clinging to the past</td>
<td>Playing favorites</td>
<td>Refusing to express regret</td>
</tr>
<tr>
<td>Not listening</td>
<td>Failing to express gratitude</td>
<td>Punishing the messenger</td>
<td>Passing the buck</td>
<td>An excessive need to be &quot;me&quot;</td>
</tr>
</tbody>
</table>

Let your coachee pick just one per week and ask him/her to examine his/her everyday activity focusing on that single behaviour. Once discovered, you can together determine a path to get rid of it.

Change in emotions

Thinking about options, we tend to limit ourselves to a logical world. This tool helps us to move out of it with questions such as:

- What would be the most humorous solution?
- What solution would astonish others?
- What would you do if you had no emotions and did not have to be mindful of others?
- What would you do if you had no fears?
- What would you do if you were not angry?

Hence, an endless line of questions may be developed, with the coach’s creativity as the sole limit.

Johari Window

Published by psychologists Joseph Luft and Harry Ingham in 1955, this tool is intended for the assessment of positive attributes, to measure individual effectiveness. To understand the “self”, two dimensions are delineated - the behavioural features that are known to self and those concerning the person known to others. The areas vary in size in time. As life progresses and a person gains self-knowledge and the people around him/her become acquainted with him/her, the “Blind spot” area continuously shrinks and the size of the other three areas grows correspondingly. An interactive version of the Johari’s Window is available on the Internet, consisting of a window containing 25 attribute types (extroverted, introverted, helpful, friendly, etc.). After being asked to select the five words that best describe the individual, you have to enter a unique ID and send it to five stakeholders of yours, asking them to provide their input about your personality traits. You will then receive a link that features your own personal Johari window, with the traits displayed including those known to you but not known to others and those that others think describe you the best but of which you are unaware. It can be a very valuable lesson.

To learn how your coaching competencies are seen by others, visit www.toofulcoach.com for a free Coaching Johari Window test!
If you’re looking for something to breathe fresh air into your coaching business, this book is an oxygen tank.

Kevin Oubridge and Sue Burnell’s journey from reticent, naïve, but hopeful salespeople to decisive, professional business winners is an inspiration to us all. Whilst it’s aimed at the leadership coach who wants to win more business in the corporate “blue chip” world, I think this book will appeal to both new and experienced coaches from a broad spectrum. In fact I can see it transforming a few life coaching businesses too if they consider and adapt some of the principles to their practice.

They believe that many coaches don’t like to sell, don’t know how to sell, perhaps donot want to find out how to sell, and avoid doing anything that amounts to selling. I agree. In my experience this is the uppermost reason that coaches give up what they’re good at and dearly love doing. Their description of the level of discomfort that coaches can have in selling is one of the endearing qualities of the book – they treat it self-deprecatingly, honestly and with gentle humour. The occasional and very witty cartoons are worth putting on your office wall as a reminder of how uninformed and ineffective our business development attempts can be. As one says “Bob’s only crumb of comfort was that he had absolutely no idea of what he should have done differently”. Priceless.

Yet the “Alligator” theme has a serious message – leadership coaching should focus directly on helping blue chip leaders to achieve business objectives. The Alligator is swift, dynamic and has real bite. So should the coach be. And I noticed how after reading just the first couple of chapters my own conversations with potential clients felt much more focused and constructive.

They begin by telling us of their story at Accelerated Success and how hard they found it to articulate what they did as leadership coaches to win more business. The penny dropped when a friend pointed out that they didnot sell leadership coaching - they provided a solution to a problem. Common sense you might think – but something that many coaches would find equally enlightening. Their subsequent realisation - after extensive research - that a single coach has the capacity to deliver 10 to 15 substantial and effective leadership coaching programmes per year revolutionised the way they thought about, promoted and managed their business.

They began to develop a number of key concepts and processes that supported better lead generation from both new and old clients, better engagement, better fact finding, better alignment with the client’s business objectives, better accountability and better results. And they began to enjoy all their work so much more – not just the time spent actually coaching.

Whilst only a small paperback book, it’s packed with useful tips and plenty of case studies to bring the ideas to life and illustrate the type of clients and issues they bring. The book doesnot go into detail about their precise coaching methodology. I donot think it needs to because that’s not its purpose. However with both authors having substantial post graduate qualifications in Training, Performance Management, Coaching and Mentoring, the links between their coaching processes and Action Research, the use of qualitative and quantitative data through the coaching engagement, and the importance they place – from an adult developmental perspective – on reflection as one of the key strategies that facilitates progress from one developmental level to another can clearly be seen.

The final chapter contains the basic guides and questionnaires you will need to adopt their processes – from the initial pre-contracting session to the final multi stakeholder reviews. So you will have no excuse not to get some proper professional structures in place, even if you don’t see it as your forte.

In summary Oubridge and Burnell have written a book that is both useful and accessible. Their tried and tested methods of demonstrating how their coaching adds value to both an individual leader and their organisation are essential for today’s leadership coaches if we’re to survive beyond being a nice to have and move into being essential business partners.

The Art of Inspired, Authentic Leadership: Leadership from the Heart

By Rasheed Ogunlaru (United Kingdom)

Leading life coach, speaker and business/corporate coach Rasheed Ogunlaru, author of Soul Trader—Putting the Heart Back into business, lifts the lid on new type of leader, manager and entrepreneur that’s emerging to meet today’s/tomorrow’s challenges.

"Tomorrow’s leaders will not lead dictating from the front - nor pushing from the back. They will lead from the centre; from the heart" - Rasheed Ogunlaru

From politics to business and throughout the companies that we work in there is a crisis in leadership. You only need to look at how people in the UK and many countries feel about their politicians and their bosses in the workplace to see that we still live in the hangover of an old command and control, inflexible style of leadership that leads to poor show outs in the polls and underperformance at work.

However something encouraging is emerging; it’s always been there but the challenges that we face economically, environmentally and in our communities is such that it’s coming more to the fore — and that something is what I call ‘heart centred leadership’.

Heart centred leadership is about deeply understanding yourself, your environment, the people you serve be it in business, politics or your organisation and empowering and enabling them.

The challenge is that some think that being cooperative, compassionate is a weakness and has no benefits in the world of work or business. But in fact these traits - as I explore in Soul Trader - are exactly the traits that we find in the great leaders, managers and figures in our lives that we really motivate and inspire us. What’s more this type of leadership brings more engagement, productivity, creativity, performance and change.

More and more Chief Executives, managers and entrepreneurs I coach have discovered that the old approach doesn’t work and brings conflict, discord and under-performance. They themselves are going on a journey or self-discovery to be authentic in themselves in the organisations that they choose to work for and in how they carry out business.

Just last week I was delivering my ‘Heart Centred Leadership Masterclass’ at the Institute of Leadership & Management. During it I shared these 12 principles/skills of heart-centred leaders which if cultivated will serve you and your business/organisation:

1. **Awareness:** Stop, be still, step back only then will you begin to see and lead. Until you have a deep awareness of yourself, others and the environment that you are in you will not be able to lead successfully, effectively or sustainably.

2. **Deep listening:** Great leaders do not just listen to what people are saying. They pick up on the unsaid. They are attuned to others so they can tune in to people/issues and can create harmony. Great communication skills result.

3. **Insight:** With awareness and deeper listening insight begins to emerge. The more you are connected to yourself, others and the world around you the greater insight that you will begin to develop as you will at last have a greater ability to tap into the kind of foresight that can come with insight. This is the terrain of great leaders.

4. **Understanding:** It’s not enough to simply understand. That is a job half done. Great leaders have a deep understanding of the human condition and they approach all challenges in a way that is positive, peaceful, considered.

5. **Mindfulness:** As you become aware of and work from the above qualities you will develop mindfulness. Many leaders have a ‘full mind’ or act mindlessly. With mindfulness your actions and their impact are considered so that they are those that are rich, constructive and sustainable rather than destructive and short term.

6. **Compassion/love:** We do not talk about love enough when it comes to business, the organisations we work for or politics. You can see that played out in policies, practicalities and their impact. Heart centred leaders work from the heart as such they are truly able to win hearts and minds. No love in, no love will result.

7. **Acceptance:** Acceptance is often misunderstood as being passive. Far from it the accepting, mindful leader works with life, the environment, people and circumstances rather than working against them. The result is progress.

8. **Courage:** Your journey as a heart-centred leader will require the courage of you discovering yourself, your values, your mission and the organisations, businesses and relationships which are right for you and following that path. At first it can be very lonely but it brings remarkable fulfilment and respect and impact.

9. **Appreciation:** Appreciation means first to notice and value and then it means something that increases in worth and value. So when you appreciate – in the former - you and those you serve will appreciate and flourish.

10. **Empowerment:** We hear a lot about growth when it comes to politics, business and companies but this can only happen in a safe, secure and sustainable way when we truly are able to inspire, encourage and enable others to fulfill their potential. It is this spirit of giving and enabling others that marks out a compassionate leader.

11. **Connectedness:** We are all inter-related and interdependent. Heart centred leaders have the profound ability to build bridges rather than burn the. They are able to connect with people at the heart and to connect, collaborate and create new opportunities and possibilities. They are the people who actually help raise our consciousness.

12. **Peace/silence:** It all starts and end here. Unless you are still and silent you will not be able to cut through the noise. Unless you are peaceful and work to create peace you’ll be battling yourself and others and conflict will be the only outcome. By being still, by connecting to nature you will have a deep ability to understand human nature and therefore to be the most powerful and empowering leader.

Rasheed Ogunlaru is a leading life coach, speaker and business corporate coach whose clients include Chief Executives, entrepreneurs, organisations and the public. For more visit his website www.rasaru.com or follow him on Twitter @rasheedogunlaru His book Soul Trader – Putting the Heart Back into Business is available from Kogan page, bookshops and on Amazon. He is also a life/business coach partner to the British Library’s Business & IP Centre where he runs the Soul Trader workshop each month in the United Kingdom.
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For full information and contact see www.alchemyofcoaching.com
or email  ian@alchemyofcoaching.com

Some participant comments

“The incredible diversity of the group illustrated a huge variety of effective coaching styles.”

“The course has stayed with me in lots of positive ways and I am already using better language to describe my coaching approach in a proposal that landed this afternoon.”

“The openness, experience, insight and humility of the ‘faculty’ and other participants meant it felt genuinely a process of shared exploration (which for me is the epitome of the coaching relationship)”

“As an experienced executive coach, it has been a while since I took the time to formally examine my practice. I experienced moments of discomfort, challenge, insight and elation.”
HOW DEHYDRATION AFFECTS LEADERSHIP ABILITY

By Dawn Campbell (France)

‘Don't wait till you’re thirsty to dig a well’ says venerable master Hsuan Hua. We now know by the time someone realises they are thirsty, it’s too late; they are already suffering the effects of dehydration.

One such effect is on the brain. Functionality to do with concentration, creativity, decision making etc. are all markedly reduced when dehydrated. Dehydration has long been recognised to cause shrinkage of brain tissue which negatively effects cognitive performance and no-one is immune.

At birth, we are approx. 90% water. As we mature this decreases to about 70% until finally, in old age, we’re typically about 60% water. The typical visible affect is first seen on our skin hence we wrinkle as we age. However, this is only an external indicator of the damage going on internally whereby organs and bones are also shrinking. Of course several factors contribute to this situation, but water loss is the key one.

Dehydration means ‘loss of water’ and it does not have to be excessive loss before the body and the brain is negatively affected either. Our bodies are naturally and continually eliminating waste and water waste is no exception. Water is excreted through sweat (yes I know ladies don’t sweat, they glow), breath, urine and other routine functions. That means we lose on average 1 ½ litres daily. How much moisture is lost depends on variables like age and general health, the climate, seasonal temperatures and of course how active we are.

Even drinking a little less than our body requires creates electrolyte (mineral) imbalances that could potentially lead to more serious conditions impacting on the body’s ability to function properly. So water is critical to our survival and well-being. We know depending on a person’s fat reserves they may survive many weeks, even months without food. However, a lack of water means no-one will survive for more than a few days. Consequently, water is the most important nutrient we must consume on a daily basis.

<table>
<thead>
<tr>
<th>Dehydration Level</th>
<th>Effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>dehydration leads to thirst</td>
</tr>
<tr>
<td>2%</td>
<td>causes anxiety, reduces appetite and capacity for work by 20%</td>
</tr>
<tr>
<td>4%</td>
<td>feeling of nausea, dizziness, emotional instability, fatigue</td>
</tr>
<tr>
<td>6%</td>
<td>loss of coordination and coherence of speech</td>
</tr>
<tr>
<td>10%</td>
<td>thermoregulation failure and cells begin to die</td>
</tr>
<tr>
<td>11%</td>
<td>professional medical care is needed</td>
</tr>
<tr>
<td>20%</td>
<td>may lead to death.</td>
</tr>
</tbody>
</table>

Lost moisture needs to be continually replenished by sipping quality water throughout the day rather than trying to remember to gulp down a glass of water on the hour. So be kind to yourself and your organs (brain, colon, kidneys etc. all of which need enough quality water to function properly) and keep yourself adequately hydrated.

Top Tips for increasing your water consumption -

- swap your morning coffee for a fresh vegetable and or fruit juice
- swap your regular tea for a green, herbal or fruit tea
- swap carbonated water for natural spring water
- swap plastic bottled water for glass bottled water
- swap tap water for distilled water or at least reverse osmosis water
- swap canned sugary pop for fresh wheatgrass shots
- swap pasteurised shop bought juice for freshly squeezed juice
- swap alcohol for non-alcohol beverages
- swap sugary snacks for the best quality water there is in juicy fruits
- swap sports drinks for fruit or nut / seed protein based smoothies
- swap dairy drinks for nut or seed milks.

Why? Because:

- Coffee, whether it's decaffeinated or not (in fact decaffeinated is actually worse in terms of chemical content) is acid so very dehydrating as is black tea – apparently, it takes 8 cups of green tea to neutralise the effects of one cup of coffee.
- Carbonated water has carbon dioxide added to it to create the bubbles, not something you want to be ingesting.
- All carbonated beverages (water, soda, pop) have phosphates, which can cause calcium loss and excretion.
Plastic bottles leak chemicals into the drink thus raising the risk of cancer.

- Tap water is full of chemicals as well as a cocktail of drugs despite being cleaned up to 7 times. This encourages an enormous range of health problems; Even when boiled, water is full of inorganic matter your body cannot eliminate hence arthritis and furred arteries are likely to occur.
- Canned drinks have a chemical of dyes and sugars that encourage weight gain to name but one problem with them (addiction being another).
- Alcohol passes straight into the blood stream and consequently the brain not to mention the fact it’s dehydrating so puts unnecessary pressure on your kidneys and liver.
- All shop bought juice is pasteurised so dead (yes even the ones from the health food shop) consequently, they are full of preservatives and sugar and contain absolutely no goodness at all.
- Don’t even get me started on dairy; we are the only species still being ‘weaned’ on milk regardless of our age. Not only that, we are the only species to habitually drink species milk. Add to the fact that cow’s milk is not a healthy option for human consumption (after all it’s designed to get calves to a weight of half a ton in just 6 months hence our obesity problem because milk and milk based products (ice-cream, chocolate, yoghurt, puddings, whey etc.) is in just about everything.

Of course you may be thinking like a lot of other people do but I do drink a lot, I cannot be dehydrated, I’m never thirsty. I have a coffee for breakfast, I have a couple of cups of tea throughout the day, a coke with my lunch, wine with my dinner and so on’. All I can say is try cleaning dirty linen with a bucket of that mixture and see what results you get. You certainly won’t get clean laundry. Yet you are asking your body to clean itself internally on that mixture of liquid day in day out. It’s simply not possible; all that is happening is the body is becoming chronically acid and ever more dehydrated as it tries to process these liquids - proving not all liquids are created equal.

It’s this range of liquids that typically cause so many people to be routinely plagued with issues such as heartburn, high blood pressure, bad breath, skin problems, migraines, constipation, dandruff, back pain, arthritis, bloating, fatigue to name but a few ailments.

The remedy is simple and effective. Drink pure water. I challenge anyone to try it for just one week (better still one month) and not report back a huge improvement both physically and mentally. Also, notice how many niggling symptoms disappear.

FACT - many people owe their growing weight issue and fatigue to misunderstanding their body’s cry for water. They think they are hungry so reach for something to eat, when instead what they should be reaching for is a glass of room temperature water. So the next time you think you’re hungry, have a glass of water instead and wait half an hour or so before deciding if you are in fact actually hungry or just thirsty. That’s the only way to get back in touch with genuine thirst.

How to measure hydration? Well there are various options from pinching the skin on the back of your hand to see how quickly it pings back; to smelling your urine, observing the colour (the stronger smelling / darker urine is an indication of being chronically dehydrated not to mention acidic), through to being tested on specific software. The frequency of needing to urinate is also a benchmark. For instances alcohol and caffeine products are major causes of dehydration so business lunch time drinking is bound to lead to dehydration throughout the rest of the working day.

Finally, a word of warning, heart attacks are caused by all sorts of factors that may be aggravated by the stresses and strains of running a business. Dehydration is also a major contributory factor which is why heart attacks typically happen early in the morning. So after a night’s sleep, rehydrate your heart by starting the day with a big glass of water and let that set the tone for the rest of the day.

To find out more contact me directly, or read about the ancient benefits of water healing and water only fasting in either of my books.
Leadership is enacted or performed. Great communication, engagement and connection with people is vital. Leaders are required to create meaning for people, and to be able to tell compelling organisational stories. Emotional intelligence is also needed; along with the ability to integrate our inner and outer worlds. Above all, creativity is a key success factor in today’s uncertain and complex environments. At Different Development, we believe that lessons from the stage and acting training can bring much to leadership development. Coaching in particular can provide a space where leaders can practice ‘doing themselves differently’ in order to develop new skills and behaviours. We use approaches from the performing arts, and a rehearsal dynamic, to bring a new edge to 1-1 and group coaching settings.

**The Rehearsal Space**

A good coaching relationship provides a safe space where a client can explore challenges, and look at some of the different choices they can make. Often this will be a conversation about what it’s like ‘back there’. Lots of coaching tools - such as the meta mirror - work by bringing ‘out there’ more into the room. In my experience, the more ‘real’ we can make this experience, the more powerful the insight and the more likely any decisions and changes are to stick. In our coaching approach, the link is made explicit by setting up the coaching environment as a rehearsal space where clients can try out different things for size, and take risks they may not yet feel able to take in the work environment. The approach mimics some of the stress they may be experiencing at work, but with the ability to call time out. It is a space where a client can switch between being ‘on stage’ and up in the balcony, reviewing their performance. Our job is to provide the right mix of support and challenge to clients to make a shift. The theatre metaphor brings a sense of play to the coaching, and can help to reduce the natural resistance to doing something different.

A vital part of the rehearsal process is clarifying a character’s intention or motivation; how do you want people to feel? What are the tangible qualities they will notice? Coaching can help a client to get really clear about this, and then to act or behave on purpose. Coaching provides a space where we can play “let’s pretend” to imagine or presuppose things that haven’t happened yet. Pre-suppositional language is powerful in coaching, and can feel more real when we act out our visions. In 1-1 coaching, we can ‘up the ante’ by creating an imagined audience in the coaching space. In our workshops we effectively do 1-1 work in front of an audience of fellow participants, creating a powerful blend of safety and challenge.

**The Leadership Role**

True leadership takes courage. Leadership takes making bold and often unpopular decisions. It involves creating ground-breaking but tradition-defying ideas. It may require being repeatedly rejected before having success. Director Dan
Fauci (creator of The Mastery of Self Expression workshop) calls leadership “the empty chair in front of the room”. Leadership requires us to show up, even when we don’t want to. To lead effectively, we must be willing to be seen; to have our unique voice heard. We need to understand the impact we have on others, above all in who and how we are rather than simply what we do. A coaching partnership is like a mirror in which a client can see (and hear) themselves reflected. In our leadership development and coaching we use mirror and mask work along with typecasting to look at the characters people play as leaders. We help clients to find an authentic way to ‘perform’ so that they can show up authentically as themselves and not simply as “The Leader”.

Creativity, Spontaneity & Improvisation

Leadership development can be a very intellectual practise, with lots of reflection about the right thing to do. And yet leaders often have to make quick, instinctive decisions. An effective leader must respond in the moment to what is happening. Developing an ability to be spontaneous, especially under stress, can be a powerful resource. In our coaching and workshops we use improvisation techniques designed to help people notice what is happening right now, and get them into action. Working in the now also enables us to let go of limiting stories about the past and false assumptions about the future. We have to lead from where we are, using our current resources and people, not from where we’d like to be.

It is argued that change is biggest challenge in the workplace today and creativity is the most needed skill. To create we have to be willing to take risks; to risk failure and to learn from this. Developing improvisation skills can help to increase a client’s ability to step outside of their usual comfort zones. All learning and creativity occurs on this edge.

One of the biggest blocks people come up against is the word ‘but’. ‘But’ acts like a block to exploration and creativity. In improvisation, ‘but’ is not allowed. ‘Yes, but’ is replaced with ‘yes, and’. This simple shift can have a huge impact on our conversations, both in the coaching room and in organisations.

Physical presence

Leadership is an embodied characteristic, attributed on the basis of our actions. When we see a great acting performance, we are drawn above all to the actor’s stage presence. Bringing an element of the theatrical into coaching is one way of working with this: helping a client to understand the impact of the posture and gestures on gravitas; practicing new ways of being to help create a somatic memory; noticing the impact of physicality on mood and confidence. Working in this way can also give the coach subtle clues to what a client may be feeling but not yet voicing. The theatre metaphor can also involve exploring the idea of wardrobe and props, again in a way that is more playful than more traditional approaches to image consultancy.

Finding a Voice

Our voice is the place where language and the body meet; the vehicle through which we turn our internal thoughts into shared experience; through which we connect with others and evoke a response. Our words have the ability to clarify, influence, persuade, motivate and inspire. As leaders, our voices have a significant impact on image and long-term success.

In my work as a coach, I listen carefully to what people say and how they say it. Together, we explore the significance of what they say, and I reflect back my experience of hearing them say it. Their physical voice provides a window to their thoughts. It is also an area that we can work on to build clarity and impact of communication; to develop resonance.

We also use the abstract idea of ‘voice’ to explore a sense of self with clients. Our ‘voice’ is closely related to our sense of identity. In choosing the voice we use, for example as leaders, we are saying something about how we want to be seen. Moreover, if this voice is to be heard as authentic, it must reflect the kind of person we are. Playing with different ways of expressing themselves, of ‘doing themselves differently’ can give clients insight into aspects of their character that may have been underplayed, and can help them speak with greater integrity. Broadening a client’s
repertoire gives them greater choice in how they communicate.

**Telling the Truth**

“Acting is not about being someone different. It’s finding the similarity in what is apparently different, then finding myself in there.” Meryl Streep

Authenticity and integrity are qualities often cited about successful leaders, especially by their direct reports and other staff. At the same time, all leadership behaviours and communications involve an element of performance, including the use of gesture, tone, and symbol to convey meaning. However, the fact that leadership is performed doesn’t mean a leader isn’t telling the truth. Even in acting, according to Sanford Meisner, an actor is never lying, but “behaving truthfully in imaginary circumstances”. A great performance moves us because it connects with our emotions. By exploiting some of an actor’s ability to bring more of who they are into the roles they play, we can help leaders find ways to be themselves in their leadership roles.

**Emotional Connections**

“Creating relationship is the heart of acting. It is basic. It is essential.” Michael Shurtleff

Leaders help to bring meaning to people’s work. They tell powerful stories and give people a sense of belonging. They engage us through our emotions. In leadership development, we can learn much from the actor’s craft. A core part of the actor’s job description is the taking of emotional risk, and their training helps actors to navigate their emotional landscapes with confidence. In contrast, the learning journey of most leaders focuses primarily on our intellectual universes.

Leadership is a relational activity, and when there is conflict at work it usually relates to a lack of connection. We work over time to build relationships and develop trust. Yet an actor must create a sense of connection and trust with an audience of strangers. Helping clients to build connection in the moment can circumvent some of the conditions we tend to set ourselves. Explicit exercises such as the Meisner technique, and modelling great connection in the coaching conversation both have their place.

A core block to connecting with others (and to really hearing what they have to say) is our own self-consciousness. Using techniques that help clients get their attention off themselves (for example by focussing on their audience or on their breathing), we can help muffle the voices of inner critics. With our attention off ourselves, we come across with greater humility too.

**Summary**

Creative coaching using theatre skills won’t be right for every client, but for those willing to engage with it, we have found it to be a powerful and joyful approach to helping people become the leaders they want to be.

Sam Chittenden is a coach and facilitator with twenty years’ public sector leadership experience. She runs the creative company Different Development, based in Brighton, UK. She is an actor and director, a published poet, and is currently writing a book about creative leadership. She has a wide range of public speaking, media interview and performance experience. She leads the internationally renowned Mastery of Self Expression workshop (www.brighton-mastery.co.uk), and a variety of creative Masterclasses, including being a leader.
When was the last time you painted an honest self-portrait? Either with a brush, or in words, with pen, using the feedback received from others? Recently I’ve visited the exhibition called “Van Gogh’s Dreams” in Budapest where the artist’s masterpieces come to life using 3D technology. Beside the brilliant paintings, as a personal development professional, I was enthusiastic to read the thoughts cited from the artist’s letters. As promised by the exhibition’s promotion, I did experience a “new dimension” in Van Gogh’s art. However, for me it was not the canvases displayed in 3D; neither the refreshing of the colour shades and not even the accompanying sound effects. It was the human dimension that was outlined in the exhibition. It was fascinating to observe the amazing evolution Van Gogh’s art went through in barely a decade. Reading his sentences cited from his letters, I became more and more impressed by his perseverance, faith and stubborn self-development. I believe today’s leaders could take lessons from him.

**Self-knowledge.** He believed in the fact that there’s something he’s really talented at, and he was searching for what it could be. When he found it, he decided to realize himself in what he’s good at. Or, as we would put it today, he was building on his strengths. (Remember the great number of personality development methods offered.) His self-knowledge was surely strengthened by the many self-portraits he painted. Again and again, he was looking into the mirror to discover his own feelings and features.

**Ambition.** He was eager to improve. He was never satisfied with his achievements but kept on going, driven by an internal force. He was experimenting continuously to become better and better.

**Perseverance.** He was practicing a lot. When he started to feel it might be painting that he was really good at then he decided to paint a lot. As much as he could. He even painted the same thing several times – from a slightly different aspect or in a different background. He made studies. And he kept on painting – to become better and better. And what was the outcome? He did improve. (Sadly, his performance wasn’t recognized – it’s widely known that none of his pieces was purchased in his entire life.) Ambition to learn and professional humility. Vincent, as he signed his paintings, took every chance to learn. He was studying books, observing
masters and learned from them. He worked together with them. He was dreaming of a colony of artists.

Creativity. He let himself be influenced by the things he saw in his environment and thereby he was shaping his own style. The vivid lights of the metropolis, the outlines of the Japanese woodcuts or the colours of the country – his unique and new artistic style consisted of such elements. He was seeking diversity in everything. He wasn’t content with habits or routine. He was playing. He generated ideas. “Ideas for work are coming to me in abundance... I’m going like a painting-locomotive” – he wrote in a letter to his brother.

Courage. Van Gogh boldly experimented with new techniques, colours, lights, shapes, lines and materials. He was not afraid of change. Whenever he found that his environment wasn’t appropriate for painting then he packed his things and moved to a new place. He was seeking his optimal working environment elsewhere.

Well ahead of his time, his sense of style features visionary skills that can enable today’s leaders become successful, too. If you are a leader, it is worth considering your own activities and trying to find the “tricks” or lessons you could learn from an inspiring artist. Good news if you feel you would not manage to do it alone: this is exactly a field where an executive coach can support you to become a better leader.

And, dear fellow coach, why not take some reprints of Van Gogh’s masterpieces with you to your next leadership coaching session?

ABOUT THE AUTHOR

Andrea Szabados, ACC www.A-Coaching.hu Thinking with Leaders

Andrea is an executive and business coach with 18 years of experience in corporate communications. “Thinking with Leaders”, as a coach, she creates an inspiring and creative intellectual space for her clients and enables them to set off for an exciting development journey. She is the founding president of the Professional Coaching Association in Hungary, a recently established organization aiming to promote coaching. She speaks six languages.
The Private Equity Foundation is supporting an initiative in Shoreditch funding ‘highly trained coaches’ providing one to one support for 14-19 year olds. So far the reception has been positive. As one Head Teacher put it, “We’ve had lots of initiatives, I would say this one offers perhaps more potential than anything else I have seen.”

With the huge growth of mentoring schemes in schools through the 90s and into this decade (it is estimated that by 2000 there were 750000 volunteer mentors in DFEE programs in about one third of UK schools) is there anything new in an approach that relies on trained coaches?

HOW IS YOUTH COACHING DIFFERENT?

At its simplest it is a collaborative process in which young people discover answers for themselves through the use of questions. Once you start ‘telling’ or ‘training’ ‘teaching’ then you are not coaching.

Topically ‘coaching’ also has a sporting pedigree. Tim Galwey in his book ‘The Inner Game of Tennis’ broadened the applications of coaching skills to just about any pursuit including education. He argued that individuals have tremendous inner resources but their ‘self 1’ – the thinking egoic “teller” or “chatterbox”- can sometimes impede and obstruct them. He worked with players in ways which tapped into their enjoyment of learning. He described this as finding an ‘inner intelligence’ – their self 2- which they can learn to trust.

This approach echoes in Ken Robinson’s 2009 book ‘The Element’ a brilliant insight into developing creativity. He argues cogently that we need to ‘personalize’ education and to build achievement by discovering the individual talents and passions of each child. This model, Robinson asserts, makes “mentoring and coaching the vital pulse of a living system of education.” The main element in such an approach is to encourage young people to follow anything they have enthusiasm for.

Are mentoring and coaching really different then? Or do they overlap? In his book ‘Mentoring Students and Young People’ Andrew Miller pointed up some of the differences. Mentoring can be either highly focused on a specific outcome or, holistic –looking at all the influences at work in a young person’s life. The latter approach is more often used with ‘at risk’ groups.

Mentoring can also be student led and so nearer to the ‘coaching’ model or mentor led spanning approaches as varied as befriending, counselling, tutoring as well as coaching.

One crucial issue emerges. What is the power balance within the relationship? Coaching by external trained coaches tends to equalise the power balance away from any ‘collusion’ with the dominant values or ideologies of the program or institution. In a more equal power balance is it fair to assume that young people can better find their individual enthusiasm and their goal?

THE CONTENT OF GOOD YOUTH COACHING

The first job of the coach is to build Rapport with the young person- get on their wavelength. Time spent here is well invested.

Second, establish a goal. If there is no goal then there is no coaching. This will involve discovering what’s really important to the young person about learning or work. A coach will ask what’s important to you about this? And ask again, what else? If you keep going and are a bit unreasonable in insisting, what emerges can sometimes be an epiphany for the young person and the coach.

Then a trained coach will make sure that the goal is either SMART (specific/measurable/achievable, realistic/time bound) or WELL FORMED a definition borrowed from NLP. It will be absolutely positive in its language (we can all tend to want to avoid things rather than aim for a positive) and will take into account where the young person is in their life right now. A trained coach will make sure there are specific measures of success and stepping stones to it and will ask about how this all fits into their life in general.
Good coaching requires structure. For example, the ‘GROW’ model is a tried and tested methodology looking at the Goal, the Reality of the present situation, Options and Ways forward. The final piece is important. A good coaching session will always result in agreed action by the person being coached.

TIPS FOR YOUTH COACHING

- Invest time in building rapport with the young person. Affirm the equality of regard and commit to confidentiality within reasonable bounds to establish trust.

- Elicit the values that drive. Use simple ‘wheel of life’ techniques to identify areas for improvement.

- Use powerful questions and set a goal. What do you want? What’s important to you about this? What is getting in the way? What resources have you got to support you?

- Get them to a confident place. Get them to go back to a time when they felt confident and help them learn from that. List the things they already do well. Create a coaching space where they step into a confidence ‘spotlight’.

- Get them to dream. Practice relaxation techniques. Try the ‘Disney’ approach of getting them to adopt separate roles. The ‘dreamer’, the ‘realist’ and the ‘critic’.

- Get under negative mind sets. Challenge those iceberg beliefs and use both evidence and past experience to counteract low self regard.

EVIDENCE THAT IT WORKS

The ‘Think Forward’ program which uses some of the above coaching approaches and crucially employs trained coaches, achieved success in Tower Hamlets where all but six of the 320 teenagers who had been coached went on into post sixteen learning or work. The Shoreditch program is more ambitious intending to roll out the program to 15 schools and 1500 young people by September 2012. Sir Alisdair Macdonald Head Teacher of Morpeth School is on the record as saying this scheme offers more potential than anything else he has seen.

Evidence is not as prevalent as faith in coaching. However the leading trainer of youth coaches in the UK “The Coaching Academy” points to the established track record of its MAGIC youth coaching program. “It is known to help young people achieve dramatic and positive results in their level of motivation, assertiveness, goal achievement, initiative and ability to communicate with confidence.”

LOOKING FORWARD

The outcomes of the expanded ‘Think Forward’ program using trained coaches will no doubt be watched with interest for evidence of success. The huge expansion of coaching in the U.K. for personal performance, be it in work, personal or other realms of our lives, is however a useful pointer for how we can develop new coaching and mentoring approaches in our schools and colleges.

LEARN MORE ABOUT COACHING

- The Private Equity Foundation: ‘Think Forward Programme’
  www.privateequityfoundation.org

- The Inner Game of Tennis: W. Timothy Gallwey
  Random House Paperbacks

- MAGIC (Youth Coaching Programme)
  www.the-coaching-academy.com

- Teach Yourself Confident Coaching:
  A Vickers and S Bavister

- International coaching federation at:
  www.coachfederation.org

- International Institute of coaching
  www.internationalinstituteofcoaching.org

The Project

Approach: Think Forward. Progression Coaches
Started: September 2011
Leaders: Private Equity Foundation. Contact:
kevin@privateequityfoundation.org

The schools: 15 comprehensives in Islington.
Hackney. Tower hamlets
Location: East London
Pupils: 1500 over 5 years
Age range: 14-19
Intake: The NEET rate in Shoreditch is 21% higher than the rest of the country. The aim is to reduce the rate by 50 over 5 years
Straightforward Accreditation with the IIC&M

Use an Accreditation to boost business opportunities. Our effective, good value and streamlined accreditation process is open not only to graduates from IIC&M approved courses but to all coaches and mentors.

For more info, email: accreditation@iicandm.org
COACHING CONDUCT NEEDS TO BE HONEST

By Michael Ringrose (Ireland)

Coaching is a growth industry. There is an enormous supply of Consultants, Advisors, Mentors, and even, “Coaches” who are now readily available, it would appear, to take you and your business, soaring to unimaginable heights, on the road to success.

Secret Pathways to Wealth

There is a wide variety of personas engaged in this business. Most of them, especially those engaged in promoting instant wealth through online home business activities, seem to share a fairly turbulent background fraught with experiences of having to work as a waiter, or car-attendant or such-like in order to sustain their existence. Then along comes, “Mr Right” and after sharing a coffee or beer, Mr. Rights reveals the secrets of gaining enormous and instant wealth and offers an opportunity to join the party.

Promulgating material about “The Secrets” of Online Business Markets, or “Secrets” about how multi-millionaires accrued their wealth is also a growth industry. It makes one wonder how there can be any secrets left to reveal. Truth is, of course, there are no secrets to be revealed in this area. Business practices, the good and the bad, the successful and the failures are well documented. The success factors are relatively easily recognised and identified. Similarly, the causes of failure are well chronicled. Yet, by the hundreds and thousands, individuals rush to get the last offer, before, as the seller warns, the offer is taken off the market, never to be repeated.

Fast-Track

They offer a range of instruments that will enable you to fulfill your dream of being extraordinarily successful and wealthy. They promise to fast-track your progression into the world of leisurely opulence while you just keep a casual eye on your laptop or iPod and watch the dollars pile up. In the meantime you relax in your mansion by the sea. The picture will show the Porsche in the foreground and an azure blue seascape in the back-ground and you, instead of sweating at your desk, happily absorbing this newly found Nirvana. They promise to unlock, especially for you, the key to wealth creation that will ensure that you can, “Fire your Boss”, and no longer need to work nine to five and be answerable to anyone but yourself.

No Experience Required

They will suggest, (in the large-print) no experience required as they propose to take you by the hand and, step-by-step walk you through the intricacies of starting, setting-up, and marketing, financing and promoting your business, without the need to concern yourself or worry about the complexities of it all. No need for “Cold-Calling”; “Nothing to sell”; “No need to pester your family, friends and neighbours”; “No inventory”, in some instances they will have all that sorted for you. Everything will be set up.

You listen to guarantees of 24/7 support; unending mentoring and even training that will guarantee your success. It is all so encouraging and supportive. You get called or have your emails addressed to you in your first name. You are gradually and successfully being enticed into the web. By whom? By Mr. Nice Guy, in reality, it is Mr. Cyberspace. Does he or she exist in the persona presented? The problem is you are listening to someone whom you probably have never met and never will meet.

Once you buy in, you will find that your queries are addressed by an Auto-Responder. That might be available 24/7 but that is not what you bought into. Push that line and you will be
informed that the vast list of clients renders it impossible to respond to individual queries or complaints. You are on your own. Mr. Wealth Creator, Mr. Always Available and the legions of minions have successfully collected your hard-earned cash and you have contributed to their pathway to wealth-creation but may have diminished your own prospects by wasting your time following empty promises.

Buyer Beware

“Buyer beware” is an old but still very relevant piece of advice. The fact is that there are thousands of individuals out there, especially in harsh economic times, striving to start and make a success of a business venture and are in need of genuine advice and support. It is criminally irresponsible to take advantage of the vulnerabilities within that group and to play on the hopes and expectations of those endeavouring and striving towards the success of a new business venture.

Apprehension and Suspicion

Those who engage in the substantive areas of, Coaching, Mentoring and Consulting are much more than that and capable of delivering much more. The difficulty presented by the picture painted above is that the honourable, genuine, important and necessary activities and functions provided by the professionals in the field are very often tarnished by the actions of fraudsters. People genuinely seeking a new opportunity, advice on starting a business or managing an existing business, are sceptical and reluctant to invest their money and their trust lest they be burned.

These are genuine fears and suspicions and the Business Consultant and Coach needs to be aware of the concerns of their potential clients in this regard. This is true of all levels of the chain and not necessarily only applicable to those at the lower end. There is an enormous amount of information available to us today, as a result of the economic collapse, of the conduct of so many businesses and enterprises. Many had elite standing in the world of commerce. Some were household names. The revelations of the conduct of big name Consultants, Advisors, Auditors, and Bankers across the globe, demonstrates that fundamentally, avarice and greed dictated the norms of business conduct and revealed a seriously damaging chasm at the heart of the world of business.

These revered institutions set and promoted the appropriate standards of ethical behaviour, conduct and even dress and they were adhered to in the corridors of high-finance, commerce and trade. Their public profiles portrayed the essence of trust, confidence and respectability and were deemed to be appropriate models for other organisations and institutions to emulate. In fact, the particular style adopted by many individuals heading-up such venerable institutions, reflected a measure of pomposity that, they at least, felt was perfectly in keeping with the status and importance of their position and function in life. Lesser mortals would be expected to recognize their ordained status and standing and defer accordingly.

Standards of Performance

However, in spite of all the manifestations of grandeur and aggrandisement, there was a general acceptance that the institutions and individuals acted in accordance with a sense of corporate ethics that was, in general at least, fundamentally earthed in a common understanding and acceptance of principles of honesty and integrity. Perhaps, these are the ingredients that are absent today and are no longer available as tenets that guide and govern principles of good conduct. They have been replaced, in many instances, by policies, principles and practices that are influenced and framed by the perceived needs of market. They are configured so that they are fluid and adaptable and not constrained nor encumbered by any consideration of equity, honesty or fairness.

Old Fashioned Ethics

There is still a very important place for these traditional values and a central place for them in the work of those who would propose to guide, counsel and assist others in setting up a business, starting a new franchise, developing and growing an existing business. In addition to the plethora of tools and strategies offered to a client as fundamental instruments in establishing a successful business operation, there is an invaluable asset available to a client who is supported by a Coach or Consultant, who is, himself or herself, guided by principles of honesty, integrity, truthfulness and fairness.

Does it not seem somewhat out-of-place, strange and unusual to mix in such concepts in a presentation dealing with enabling individuals and groups to “Make More Money”, “Make More Profit”, “Attract More Customers to Your Business”? It appears to be somewhat out-dated and old-fashioned. Not so. Deep down what makes most people more content and happy with their life’s endeavour is the knowledge and satisfaction of knowing that they reached beyond themselves, transcended themselves in the service of others. Studies have shown that the old understanding of the “Hierarchy of Need” which reached its zenith at the point of “Self-Actualization”, still did not explain why the altruistic needs and drives of the individual were not satisfied.

The Consultant and Coach who is guided by these fundamental values and attributes is intrinsically fortified with insight and comprehension of the client’s needs. This facilitates expression of empathy with the client; enables the development of an easy rapport with the client; creates a genuine interest in helping realize the client’s ambition and earns and engages the client’s trust. This cost-free added value will drive the genuine commitment and go a long way towards ensuring a successful outcome.
The Spiritually Intelligent Leader

By Peter Hyson (United Kingdom)

In the April edition of the ICN, James Sale made the powerful case for including spirituality in coaching practices. I want to take that a stage further by showing its centrality for outstanding leadership and offer some suggestions for coaching leaders in the growing area of spiritual intelligence. Finally I want to indicate the strong business imperative as well as the important personal value in this.

In my opinion it’s vitally important to distinguish between ‘religion’ and ‘spirituality’ from the outset. This may be because of my business background where religion is arguably the last taboo, something to be left at the entry door like a soggy raincoat. But I prefer to think it’s about clarity and understanding. So here are my personal definitions:

Spirituality refers to our innate need to connect to something larger than ourselves – something divine or sacred. Religion refers to a set of defined and organised ritualistic beliefs and their institutional enactment. That institution commonly manages a set of agreed narratives, symbols, beliefs and practices that give meaning to their followers’ experiences. These often include prayer, ritual, meditation, music and art. It tends to be both formulaic and corporate.

Let me use Andy as an example. Now in his mid-forties the only time he’s been into a church was for a couple weddings and a family funeral. Neither has he ever thought of himself ‘spiritual’; in fact he hasn’t thought about it at all. He’s devoted to his growing family and his successful career. But all that’s about to be challenged.

As a publisher he’s had several major successes finding new writers whose books, as well as gaining high readership, have translated into moderately successful films. The publishing company, an international force to be reckoned with, rates him highly. The arrangement also gives Andy the opportunity to pursue his sporting passion – a lifelong love of basketball; at 6’3” he had been a successful amateur but never near professional. And now, as he settles down with young family and a mortgage debt that would have brought tears to the eyes of his parents, his burgeoning success is being matched by his burgeoning waistline. It is indeed, as he had recently remarked to his wife, “a pleasant life”.

Enter Juanita, longstanding friend of both Andy and his wife Cassy. Juanita reckons that one of the perks of being a longstanding friend is the right to take them down a peg or two if they get too caught up with themselves, to challenge complacency when she sees it. And she reckons Andy has it in shedloads. A supper party presents the perfect opportunity.


“Yep. I guess I must be lucky,” he grins. “Certainly doesn’t do any harm to my reputation with my boss.” Cassy also grins, pleased for her husband, though perhaps only after the slightest of hesitations.

Juanita raises her wine glass. “So – what’s next in this glittering mega-career?” Her victim remains blissfully unaware as, like a lion stalking its prey, she slowly moves in.

“Oh, I don’t know. More of the same, I guess. And we’re planning a home cinema room in a few months, bonuses permitting.”


“Oh, we’re thinking of taking the kids to South America next year for a month. Help them experience another culture first-hand. And we need to build that in as well… I’ll probably be looking for some promotion after all that!” And still he can’t feel the breath of the predator closing in ...
“My, quite the little empire-builder, aren’t we?” Crash! Juanita knows perfectly well that ‘empire-builders’ was what Andy had used at university as a derogatory condemnation of materialism, complacency and superficiality.

Now Andy has felt the claws. And they’ve sunk deep, momentarily paralysing. Cassy is watching with fascination: she knows exactly where this is leading. And to her surprise, she finds herself very much favouring Juanita. “Go, girl,” she mutters.

“So this is Andy mid-term, then? Your destiny summed up as home cinema, new car and an educational trip to the Amazon jungle. That’s how you define yourself, you who 20 years ago was destined to change the world?” Ouch. With clinical precision, she’s gone for the jugular.

Now Andy does not exactly lack self-awareness. In fact at work he’s known as one of the more approachable, perceptive directors. And if Cassy wouldn’t describe him as metrosexual she’d defy anyone to call him a caveman. So if we borrow Goleman and Boyatzis’ multiple-intelligences he’s a high flyer: IQ of around 115; PQ – physically he’s tall, fit and athletic; EQ: not only been on the courses but understands and uses it regularly. So why has Juanita’s conversation so unsettled him?

Later in this article I’m going to suggest some questions you as a coach might ask to peel back the layers to the seed of what’s really going on. But first, what are we really looking for?

SQ is not new. It’s central to Covey’s 8th Habit of highly effective people and has travelled far, particularly via the investigations and writings of Cindy Wigglesworth. So what exactly is it and why does it make such a difference in leadership? Is it just another fad in a society obsessed with the next great 7-step simplification?

Let’s start by examining those who are widely recognised as extraordinary leaders. Who would you include, living or dead, real or from novels? Typically people include Mandela, Gandhi, Richard Branson ... What is it that sets them apart from other outstanding leaders, gives them that ‘extra’? People typically mention such characteristics as persistent, unusually driven to overcome setbacks; faithful; wise; inspirational; humble; calm; passionate; visionary; see the gifts in others and seek to develop them... Often they talk about being driven by something outside themselves; to be concerned about their legacy in their business and community, even their mission in life. These traits relate closely to my above definition of spirituality.

When coaching in this area, it’s vital that we listen for what I call Gateway words and phrases. Those who are spiritually-aware often use phrases such as feeling connected; making a difference; putting something back; inspiration; wisdom; legacy; Higher Power; soul; spirit; compelled/drawn by something greater; want to make a difference; they had a sense of meaning in life that I didn’t/that I have lost; sense of purpose; ’It makes the hairs on my neck stand up even now’.

It seems to me these crystallise around four particular areas.

1. **An uncommon awareness of TIME & SPACE**: they donot have more of it; they have a particular way of investing. They often spend time in the car park before entering the workplace reflecting on the grand scale of things and deliberately enter the workplace “mindfully”. They typically carve out time in the course of the day for stillness and recognise that this isn’t about the quantity of time needed but the quality. They give the appearance of always having time for people no matter how busy they are.

2. **Show TOLERANCE OF IMPERFECTION**: a striving for excellence in self and others to fulfil potential; none are perfect & few come to work intending to do a poor job

3. **Live SERVANT LEADERSHIP**: how will my influence
   - enable all the people to grow and develop as people?
   - positively impact society & especially the least privileged?

4. **RADIATE PEACE** – or equanimity: They have their own inner sense of peace and
meaning, of their place in the grand order of things and their mission to make things different and better; obvious to those around them & even under pressure or crisis, their behaviours remain consistent and their vision and passion remain focussed. They have a deep sense of spirit or spirituality. “If you can keep your head when all around are losing theirs, then truly you will be a radiator of peace. And what is more, you’ll be an inspiration, my son” (to misquote Kipling!).

So if we return to Andy, his coach might ask, “What was it about Juanita's conversation that ‘brought you up short’, as you put it?” And then be listening out for some of those Gateway words. If as coaches we fail to do this, if we miss the signals, then not only are we operating at a more superficial level we also risk missing the underlying issues of what’s going on with our coachees and hence fail to help them towards the most complete development. Of course not every coachee will be ready for this exploration; that’s their right. But for those who are, it can be truly transformational; literally life-changing.

The VALUE PROPOSITION:

Almost 20 years ago researchers Neck & Milliman concluded: “Spirituality positively affects employee and organisational performance”. Later researchers have supported their conclusions:

- More motivated staff producing better quality work
- Improved retention rates
- Recruitment magnet
- Greater customer loyalty and recommendations
- Produce and attract outstanding leaders able to inspire employee loyalty to a higher ‘cause’
- Substantially outperform their peers

Additionally, ethicalSQ can be an effective antidote to excessive egocentricity, transferring compliance from tick-box to life-blood.

So in a nutshell I’m arguing that we are innately spiritual (though not necessarily religious). That failing to exercise it leaves us under-developed, less than our full potential. That impacts us but also those around us: family, friends, colleagues and our work. In specific leadership terms, developing spiritual intelligence is a core competence for the most effective leaders. Such leaders are equally able to deliver the hard messages and to “wash feet as well as apply the whip”.

Some years ago I came across these lines from a poem- on the London Underground I think, but I’ve been unable to trace it:

“Where is the one who will kiss my cold and wrinkled lips to set my dreaming spirit free?”

Spiritually-intelligent leaders have not only felt it, they have a unique capacity to pass it on to others to set their dreaming spirits free.


SQ21: The Twenty-One Skills of Spiritual Intelligence
Learning from Leaders  
*By Christine Charles (United Kingdom)*

On July 6th I attended a Fun day organised by the company I work for. Expecting to have a nice time with family I walked away having had a nice time as well as being reminded what good leadership is!

The CEO & directors were present and not only that but the CEO was pitching in and serving drinks. It’s quite something seeing your CEO working behind the bar, it made me reflect for the few minutes I was in the queue, the last time I saw a CEO muck in and help out was my sister, when her organisation was raising funds for underprivileged children. I know her and know that she would not be happy if she was not mucking in, getting her hands dirty. This time was different. I thought of all the leaders that I have come across and how many of them would be willing to even entertain the thought never mind actually do it!

When I was growing up and still to this day, I hear people talk about being led from the heart, when you do everything flows, I used to frown upon this and think ‘that really isn’t very practical,’ when I did try (in my youth) I would end up daydreaming about being the next biggest popstar!

With age comes experience, you learn, you question and you understand yourself & find your balance. I now know that this is what some people meant: finding your balance can mean different things to different leaders. For my sister, being led from the heart and finding her balance means giving back to her sector in the form of volunteering; for my mentor it means making sure that she is happy in her work, she is connected to her purpose and above all making a difference, and for my CEO, certainly one of the things I learnt that day by his simple actions was that no matter what level you are at we are all human. Humility goes a long way, all are admirable & needed attributes, which serve their purpose for the right occasion.

If you are a leader, what type of message do you want to send out? What is your core message? Are you connected to your core purpose and your people? To be respected as a leader you will have to, at certain points step out of your comfort zone. Are you prepared to do that?

Yesterday I went shopping to my local Sainsbury’s store, and observed a poor example of customer service, or shall I say the lack of it. When I spoke with the store manager about what had happened her response was “we put productivity before customer service.” With leadership like this no wonder the employees behave in the manner that I observed.

These are all good lessons and remind me that the next time I step into the role of a leader whether it be in my personal or professional life to lead from the heart because when I do my perspective changes along with my behaviour to suit the scene.

The store manager is led by productivity because she knows this is what she is measured on, unfortunately for her she forgets that customers = productivity. Whereas the CEO at DPD understands that if the workforce is happy then they will give the best customer service, he understands the bigger picture, people and appreciates how vital it is for the business to have a bottom up approach.

What’s your approach?

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Coaching Approach to Leadership  
*By Vikki Brock (USA)*

For the past 20 years, there are numerous programs that sought to train leaders to be coaches. While commendable, coaching is only one of many roles such as training, facilitation, directing, mentoring etc., that are included in leadership. A “Coaching Approach to Leadership” is an innovative idea that leads to a more effective leadership style, encourages employee engagement, raises productivity, and brings humanness to the workplace.

Coaching Approach Definition

Some terms used to describe a coaching approach to leadership are: collaborative, open, appreciative, presence, values, inside out, trust, authenticity, alignment, culture.... As you can see, a ‘coaching approach’ is not a tool - it is a way of being and interacting. The purpose of this article is to raise your awareness so that you, too, can be at choice to use a coaching approach to your leadership and/or the leadership within your company.
We will begin by defining the terms “leadership” and “coaching.”

First, leadership is influence with or without formal authority. You might be asking, “What does this really mean?”

- Ability to adapt the setting so everyone feels empowered to contribute creatively to solving the problems.
- Activity of leading a group of people or an organization through establishing and sharing a vision, then providing information, knowledge and methods to realize that vision.
- Stepping up in times of crisis
- Thinking and acting creatively in difficult situations.
- Organizing a group of people to achieve a common goal (with or without formal authority)

Effective leaders who want to improve their outcomes are expressing interest in adding coaching as one of their key strengths. Coaching provides a just-in-time opportunity for leaders to improve employee engagement, performance and overall team/organizational results.

Second, raising awareness is the core essence of coaching. It can be formal with a coaching contract and structure. It can be informal where coaching skills are used in a conversation. A specific type of coaching is leadership coaching – which shares the influence of leadership and the awareness of coaching. Coaching is applied across a range of attributes.

For a leader desiring to use a coaching approach, it is important to know what coaching is and is not. Below are the key characteristics of coaching from a leadership perspective.

Benefits and Impact of Coaching Approach

What are the benefits and impact of a leader using a coaching approach? It is a process and goal-oriented approach so people know where the organization is going and why. It facilitates collaboration so people can work together effectively. It encourages creative and innovative thinking for tough times and tough targets. It promotes trust-openness-honesty so everyone can contribute to a safe environment.

- Getting others to see the world from your perspective, and then take action.
- Influencing to improve the quality of life for other people.

A coaching approach to leadership is based on developing trust. You might ask yourself “how is trust displayed in the workplace?” Well, trust is displayed within the safety of vulnerability – the ability to be authentic and not be judged. What needs to happen first is to learn to trust yourself and take accountability for your own capability and capacity— in other words, your potential. I can imagine what you as the reader might be thinking, “What, take back my power for my own uniqueness and bring that into the world authentically? Feeling masterful for my own potential? Taking ownership for my own growth and learning? I thought this was about them, not about me!”

Well, now you know the secret: Successfully using a coaching approach to leadership is all about the leader, and his or her commitment to personal growth and development. It is on this foundation that a coaching approach can be successful.
MAPP is a collaborative, visual mapping system that is a fast and easy way to create and manage an effective action plan. Using simple icon-based planning steps it enables you to develop and monitor your client's plan supporting, rather than replacing, your existing style.

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The MAPP Coach Package

The MAPP Coach package is a mixture of training, services, resources and materials and includes:

- **Practitioner Training** – Accessed online or in person the MAPP training programme is a comprehensive course, led by an experienced MAPP facilitator, where you will develop a rounded knowledge of how to prepare, deliver and follow up a MAPP implementation with a client.
- **MAPP materials** – You will receive a complete MAPP Physical Kit that can be used with any client to develop plans and strategies.
- **MAPP Web service** – You will gain free access to the MAPP web service at www.themapp.com which allows you and your client to create, share and monitor an action plan online.

"As a MAPP Practitioner I have found MAPP to be an excellent way to focus on a forward plan. It creates an open and interactive way of discussing decisions that will have to be made. It is elegantly simple in its methodology. The online MAPP Strategic Plan that comes out of it provides an excellent platform from which every participant can subsequently see the progress of strategy and interact with their part in it. My clients have found it inspiring, motivating and incredibly useful."

Jill McCallum CPCC - Coachyou

"The visual planning and decision making approach works across all sectors and cultures. MAPP also hits the button on individual learning styles, uncovering talent and new ideas along the way. MAPP is a coach’s dream: transparent learning and communication, encouraging individuals and teams to make a difference, whilst measuring success on their own terms."

Clare Condon - Positive Experience

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To reiterate, key behaviours to develop include:

- Full accountability for uniqueness and potential
- Orient around strengths (underlying qualities that energize us) and competence (demonstration of required skill, knowledge, qualification, or capacity)
- Create an environment of trust and safety
- Active listening, questioning, and dialogue

Components of Coaching Approach Dialogue

What are the components of a coaching approach dialogue? In a nutshell, the structure of the dialogue is summarized below. This step-by-step process is both a linear and iterative approach. The flexibility inherent in this process depends on the leader, the other person (people), the situation, and the context.

Style Flexibility

It’s important for a leader to flex his or her style within a situation. The chart below describes the content of direct/telling versus inclusive/questions across a series of styles (adapted from the Daniel Goleman model presented in Harvard Business Review “Leadership That Gets Results”, March 1, 2000)

When first introduced to this model, I was of the opinion that ‘commanding’ was not a place where the coaching approach could be used. It took an executive client to open my mind to this possibility. This executive client was creating a coaching culture within his several thousand person organization. His desire was to implement a coaching approach within his rigid and rule based environment where a commanding style was required for safety reasons. He presumed that the coaching approach could be implemented in any environment. So when I questioned as to how this was possible in a “commanding” situation, he said: “Given that I have created a path for people to emerge into their own uniqueness and potential, have their trust and respect, and have created a environment of safety – in an emergency I can give an order and it will be followed rather than complied with. The key is that the foundation has been built within myself and within them over time – much like the military – and will be sustained far beyond a circumstance of commanding.”

What’s next?

As a leader desiring to use a coaching approach, it is important that you:

- Continue to increase your self-awareness and align your behaviour with who you are,
- Understand and are eager to experiment with the coaching approach,
- Determine how to successfully utilize the coaching approach in your leadership role,
- Recognize how the coaching approach fits in your company culture, and
- Work with your own coach to successfully achieve all of the above with ease and grace.
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We would like to pass this wonderful offer on to you - Noble Manhattan Coaching is exclusively offering our readers the chance to win a £1,000 gift voucher to be used on the Practitioner Coach Diploma (PCD) or the Executive and Corporate Coach Diploma (ECCD).

Noble Manhattan Coaching is the longest established company that trains Professional Life Coaches and Executive Coaches in the world (first registered 1993). They have, for years, worked with both individuals and companies to raise their level of self-empowerment and achievement.

Starting in October 2010, Noble Manhattan began working with strategic partners and licensed distributors worldwide and is now delighted to be trading in 27 countries around the globe.

To be in for a chance to win this fantastic prize, in 200 words or less, tell us in your own words why you think you would make an exceptional life or business coach. Email your entries to Laura@international-coaching-news.net with the subject: “NM Competition Entry”. The closing date for entries is the 30th November and the winner will be notified by email.

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Subject to Noble Manhattan Coaching Ltd Terms and Conditions, available on request. The prize is not redeemable for cash. This voucher will entitle you to 1000 pounds worth of benefits from Noble Manhattan Coaching Ltd. Cannot be used in conjunction with any other offer or promotion. Only available on Noble Manhattan Practitioner Coach Diploma or Executive and Corporate Coach Diploma courses. The prize will be issued in the form of a gift voucher. The voucher is non-transferable. Please allow 14 days for delivery.
Wywiad dla International Coaching News ze Zbigniewem Brzezińskim-
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Complex S.A. (Grupa Kapitałowa Complex); Prezes Zarządu – Simple
Solution Sp. z o.o.

Rozmawiała: Anna Niedziela- Strobel (Polska, Warszawa)

Każdy człowiek jest inny. To trużm, ale dzięki temu wiemy, że stosowane dotychczas formy rozwoju, jak np. szkolenia, nie pozwalają na osiągnięcie maksymalnych rezultatów i wyдобycie potencjału tkwiącego w każdej z osób indywidualnie. Nie chcemy po to powiedzieć, że szkolenia są złe. Owszem, wykorzystywaliśmy je w procesie podnoszenia kompetencji naszych ludzi i dalej będziemy z nich korzystać. Jednakże już dziś, po stosunkowo krótkim czasie wprowadzenia indywidualnego podejścia, widzimy zdecydowanie lepsze rezultaty; niezależnie od tego, czy mówimy tu o menedżerach, czy pracownikach liniowych. Wiemy, że każdy z nas ma zestaw określonych, naturalnych predyspozycji. My chcemy pomóc naszym ludziom wydobyć je i wykorzystać w procesie osiągania celów biznesowych; choć w wielu przypadkach ma to przełożenie również na lepszą jakość życia w ogóle. Widzimy w tym sens. Jesteśmy przekonani, że takie holistyczne podejście przyniesie najlepsze rezultaty. Stąd coaching, który pozwala na indywidualną pracę na co dzień, a nie tylko okazjonalnie, podczas szkoleń. Dodatkowa korzyść, to możliwość wykorzystania coachingu w dowolnym momencie, bez wyłączania człowieka z codziennych obowiązków. Poza tym podejście coachingowe pozwala podejmować działania systemowe w sensie interwencyjnym, ale także wzmacniać kompetencje, nad którymi praca odbywa się podczas szkoleń. Korzyści jest oczywiście znacznie więcej.

ANS: Jak wygląda projekt coachingowy prowadzony w Pana firmie? W jaki sposób korzystają Państwo z coachingu?


W codziennej pracy kierownicy wykorzystują coaching w pracy w strukturach sprzedażowych. Ma on charakter cyklicznych spotkań, ale także – kiedy jest to potrzebne (działania korygujące) – działań interwencyjnych. W rozwiązaniu systemowym, każdy kierownik w strukturze sprzedaży ma raz w miesiącu spotkanie coachingowe z osobą ze swojego zespołu (doskonalenie), a w przypadku osób objętych programem naprawczym lub rozwojowym (high potentials) częściej. W tym ostatnim przypadku, aby określić poziom „0” przeprowadzamy ocenę 360°. Dzięki temu bardzo precyzyjnie jesteśmy w stanie określić obszary pracy oraz zaplanować działania w tym zakresie.

ANS: Większość projektów, zakładających zmianę na początku spotyka się z oporem pracowników. Czy osiągnęć sukces trzeba spędzać sporo czasu na przygotowaniu i komunikacji. Jak to wyglądało w Państwa przypadku?


ANS: Co zmieniło się lub zmienia w Pana organizacji pod wpływem coachingu? Jak zmienia się kultura organizacyjna, styl zarządzania?

Trudno mówić o jakiejkolwiek miernej zmianie kultury organizacyjnej. O, bo na nią wpływa wiele czynników i sam proces jej kształtowania czy zmiany wymaga czasami lat. Sam coaching nie spowoduje, że kultura będzie w jakiś wyraźny sposób inna. Poza tym wciąż jesteśmy na wczesnym etapie, jeśli chodzi o rozwiązanie coachingowe, więc tym bardziej w odniesieniu do kultury organizacyjnej trudno mówić o widocznych zmianach. Niemniej jednak na pewno możemy wzmacniać pożądane elementy kultury naszej organizacji. Natomiast w odniesieniu do stylu zarządzania, zmiany są już zauważalne. Styl zarządzania, dzięki zastosowaniu coachingu, jest zdecydowanie bardziej konsultacyjno-partnerski (w odróżnieniu od wcześniej stosowanego o charakterze autorytarnym albo przeciwnie – liberalnym – lub tak postrzeganym); nie tylko teoretycznie, ale rzeczywiście tak zaczynają widzieć go sami beneficjenci tego rozwiązania. To jakościowa zmiana w podejściu, komunikowaniu potrzeb biznesowych, realności wpływem na postawy i dokonywaniu „są” samej zmiany. Dzięki wprowadzeniu rozwiązań coachingowych, poprawia się jakość pracy, większa zaangażowanie i zaufanie, a dzięki większej otwartości, szybciej możemy podejmować działania korygujące (mamy lepszy monitoring).
Puede la “PNL” ayudarme a mejorar mi negocio?
By Esther Coronel de Iberkleid (Bolivia)

Aun cuando Emprendedores y Ejecutivos a nivel global están prestando cada vez más atención a la sigla “PNL” Programación Neurolingüística, hay quienes piensan que la “PNL” proviene de un “gurú nueva era” hablando sin sentido. Durante 25 años trabajé en una planta de procesos, peleando con personas, el mercado y las palabras. Me pregunté muchas veces “Cómo podría trabajar más fácilmente?” Pensando que habría una manera más sencilla de trabajar! No sabía a quién preguntarle, ni donde podría encontrar respuestas a mis preguntas. Deseaba encontrar una fórmula para conectar el “Departamento de Desarrollo de Productos” de la empresa y el mercado. Hoy lo llamo conexión entre los “sentidos” y las palabras, algo que aprendí a través de la “PNL”.

Como Ingeniera Química entiendo sobre procesos. Había algo que es también un proceso, sobre lo cual no estaba aun al tanto: “la comunicación ocurre a todos los niveles de nuestro ser”.

Hoy esto me parece fascinante, fantástico y asombroso, pues torna el lenguaje diario en una nueva forma de comunicación, con poder, valor y es un aliado en la vida para lograr metas y vivir mejor al comunicarnos mejor con el mundo a nuestro alrededor y con nosotros mismos.

Descubrí al estudiar “PNL” que cuando entendemos los “otros lenguajes” podemos trabajar de forma más eficiente. Como al descifrar un jeroglífico: las cosas se tornan más claras sobre la historia de una civilización por ejemplo. Cuando somos capaces de leer el lenguaje corporal podemos darnos cuenta de nuevas respuestas e interactuar desde un lugar completamente distinto mejorando las relaciones y los resultados. Es muy fácil hacerlo cuando aprendemos y descubrimos cómo abrir esa puerta.

Cuantas veces ha estado usted frente a una persona y su respuesta desde el “ego” no le permite lograr una conexión porque “su ego” (usted) se siente herido? ¿Qué ocurriría si usted pudiera leer en forma diferente y tomar una decisión diferente llevando la relación humana (conexión) a un lugar exitoso?

Hay un lenguaje que todos hablan y del cual nadie habla en “voz alta”. Quizás porque no están al tanto de dicho lenguaje como yo no lo estaba hasta el momento en el cual lo descubrí, cuando estudié “PNL”. Fue entonces que entendí que habla personas que podían leer y comprender “otros lenguajes”, en beneficio de negociaciones exitosas, tanto en el área de los negocios, así como en su vida personal.

Como si tuvieran una varita mágica y con un simple toque cambiara la dirección de la comunicación; en muchas situaciones algo invaluable!

Esto no significa contar historias falsas o implementar extraños programas en la mente de las personas. Esto es posiblemente parte del mito que la gente considera aun hoy cuando escucha la sigla “PNL” pensando que es algo malo. Es justamente lo contrario, cuando entiendes que la “PNL” puede ayudarte a lograr resultados desde una perspectiva distinta.

Qué se pretende lograr en el ámbito de los negocios?

Se pretende acceder a un mercado “meta”, a un determinado sector de la población para ser vistos a través de todos los sentidos de las personas que se encuentren con nuestros productos. Queremos que las personas en ese nicho de mercado reaccionen en forma positiva hacia nuestros productos: que los vean y los compren sin dudas. Estamos hablando aquí de una percepción sensorial!

Qué necesitamos para lograr este propósito?

Es importante en el ámbito de los Negocios tener una visión clara y comprender la misión de la empresa relacionada a los productos que ofrece. Cuando esto ocurre es mucho más fácil hacer “la traducción” para que la oferta sea comprendida a través de los diferentes sentidos de miembros del mercado “meta” al que se quiere llegar.

Es importante recordar que “las personas pueden no recordar lo que has dicho sin embargo nunca se van a olvidar de cómo las hiciste sentir”. Nunca olvidamos un sentimiento o una emoción aunque podamos olvidar palabras o frases. Estos son elementos que el “Equipo de Desarrollo de Productos” debe considerar para lograr un negocio exitoso.

Funciona tanto para una empresa grande o mediana, así como...
para individuos que ofrecen como producto su experiencia. Esta es la razón por la cual es recomendable conocer el “Mercado meta” y desarrollar un mensaje específico para venderlo.

Por qué es esto así?Dónde está la conexión realmente? La verdadera conexión comienza cuando sabes a quien le estás hablando, pues de esta forma puedes identificar su respuesta y envolver/presentar tu producto acorde a quienes son, para que sea visto por la gente a la cual tú quieres llegar.

**¿Qué quiero que entiendas acerca de “hacer la traducción”?**

Significa que una vez que entiendo en mi negocio cual es mi mensaje, mi mantra, tengo que envolverlo y adornarlo para entregarlo a mi mercado meta de forma tal que les resulte atractivo a través de sus sentidos. Debo hablar todos los “lenguajes” para lograr mi propósito.

El hecho de conocer mi Mercado meta, hace más sencillo conectarse a través de la oferta pues resuelve un determinado problema. Todo producto que se comercializa en un mercado es la solución para resolver un determinado problema específico. Es importante siempre recordar que el producto debe hablar de este asunto y se refiere a los compradores, ya que lo creamos para los compradores. El producto debe hablar el lenguaje de los compradores y hablarle a sus sentidos todo el tiempo.

Todos estos detalles pueden ser manejados usando la “PNL” ya que le hablan a los sentidos del Mercado meta. Las formas, los colores, los olores, las texturas, el tipo de empaque, los tipos de letras, son también un lenguaje. Son el lenguaje a los sentidos de las personas del mercado meta. Y debemos comprender que hablar los lenguajes de nuestro mercado meta, nos permite comunicarnos de forma más clara para expresar el valor de la oferta.

Muchas veces escuchamos a agencias de publicidad hablar de estos temas y personalmente considero que hay un eslabón faltante entre lo que hacen y lo que el cliente comprende. Por qué menciono esto en este momento? Porque la desconexión proviene del hecho que la gente de marketing hace su gran trabajo mientras el cliente está aun tratando de entender los detalles y descifrar el lenguaje del mercado meta. Están en frecuencias diferentes y sus lenguajes no son el mismo.Esta es la razón por la cual hay que trabajar cambios y modificaciones hasta llegar al punto más beneficioso.

La primera vez que escuche de estos “cambios” no tenía idea sobre su significado y donde debía buscar el por qué y qué hacer exactamente, para que fueran provechosos y eficientes. Hoy sé que estos “cambios” son una manera de mejorar la conexión con nuestro mercado meta y el potencial cliente, para que se reconozca en el producto que se le está ofreciendo.

Es aquí que los emprendedores necesitan comprender los beneficios que tendrían, al contratar un especialista en “PNL”. Es él quien lleva a cabo la investigación de las características del “cliente ideal” y sabrá a quien le está hablando la empresa. El podrá por ende fácilmente hacer la traducción que fuese necesaria implementar. Esto funciona tanto para un producto masivo posicionado en el Mercado, como para una nueva marca que entra al mercado con un nuevo producto dirigido a un determinado grupo de personas, o bien para un especialista en un cierto tema que pretende entrar al mercado.

 Esto es lo que torna fundamental tener como parte de nuestro equipo de trabajo, alguien que comprenda como leer el lenguaje del mercado específico al cual deseas llegar, al vender tus productos. Alguien que comprende el significado de la “PNL” es lo ideal. Para mí hoy, la Programación Neuro-lingüística está relacionada con por qué la gente reacciona de cierta manera y cómo leer los sentimientos a través de sus reacciones y/o acciones.

La “PNL” hace más fácil el proceso de ventas, sabiendo qué funciona y por qué el mercado meta u objetivo escuchará un mensaje claro y “al grano” del tema en cuestión. El mensaje muestra al potencial cliente que la empresa comprende su problema y tiene la solución que busca. Esto genera CONFIANZA! Como consecuencia no queda duda y el potencial cliente se vuelve cliente al comprar el producto.

El profesional en “PNL” es el traductor que ayuda al equipo de ventas en la empresa, junto al Emprendedor o Ejecutivo, a entender cómo presentar/envolver/empacar un producto con las palabras exactas, para venderlo a un grupo específico de personas que lo verá atractivo y lo comprará.

Esto puede considerarse “Reingeniería”, ya que estudiamos el Mercado primero y luego traducimos la información con el fin
de mejorar el proceso de ventas.

Tan pronto descubres que el proceso funciona, se trata de repetirlo con el mismo producto o con un nuevo producto, de nuevo cada vez.

Cuando el mensaje sobre un cierto producto es claro, los potenciales clientes lo comprenden y se conectan, y están dispuestos a pagar el precio del valor del producto. Esta es la meta de la empresa al fabricar un producto.

Cuando descubrí la “PNL” y decidí estudiarla, comencé a comprender que era una herramienta poderosa. La “PNL” no es únicamente una herramienta para la vida sino además la ciencia de la comunicación exitosa. Te enseña a integrar las palabras con la psicología que llevan a más ventas.

**Qué quieren los emprendedores**

Quieren ser exitosos! Cómo logran ser exitosos? Vendiendo más y transformando productos en dinero al incrementar las ventas. ¿Qué necesitan para que esto suceda? Necesitan personas capacitadas en el tema de ventas con el conocimiento de todas estas herramientas y lenguajes. ¿Qué significa esto? Significa contar con personas que entiendan el poder de las palabras y no tengan miedo de usarlas para conectarse con el mercado meta/objetivo.

Se trata de construir puentes para encontrar la relación balanceada desde donde comunicar un determinado mensaje referente a un producto que es parte de la solución a un problema, con confianza. Esta es la razón por la cual las personas compran un producto.

Por supuesto hay otros parámetros a considerar sobre los que escribí a futuro otro artículo ya que hoy estoy escribiendo sobre “PNL”.

Algunas personas poseen “charme” cuando hablan y se conectan con la gente y otras no lo poseen, debido a sus miedos. Considero que el “charme” se desarrolla cuando la persona hace una introspección y se conecta con su amor y compasión internos, siendo capaz de procesar sus miedos.

Si usted es un Emprendedor lo invito a implementar las nuevas herramientas de hoy que disminuirán los miedos y mejorarán la comunicación y las ventas. Es importante entrenar al personal en la sicología de ventas y para esto necesitan sobreponerse a sus propios miedos. Todos estamos aprendiendo; todos estamos evolucionando; todos somos seres humanos en busca de respuestas para simplificar nuestra vida.

Cuando entendemos que el mundo de hoy trata de colaboración y damos a las personas las herramientas que necesitan para lograrlo, sus resultados cambian dramáticamente para bien!

Esto es exactamente lo que estuve buscando por 25 años!

Conozco su valor y es la razón por la cual lo comparto. Les enseño a líderes visionarios y emprendedores como generar bienestar y riqueza. Primero descubrí y trabajé la fórmula para mi y funciona! Hoy el comparto y enseño!

Esther Coronel de Iberkleid
“The Clarity Mentor”
Life Changing Coach
“My Journey toward YOUR success – The Magic Wand of Life”
“Transforming YOUR Life from the first Session”
http://about.me/EstherCoroneldeIberkleid

Esther Coronel de Iberkleid, vive en La Paz, Bolivia. Posee un doctorate en Química y entrenamiento en TFH, PKP, EFT y “PNL” y certificados como Life Coach, Business Coach y Social and Emotional Intelligence Coach. Ofrece herramientas específicas y su guía para lograr Claridad, Confianza y Autoestima a quienes creen haber perdido el rumbo, c/depresión, ansiedad e insatisfacción así como en el ámbito de Negocios. Executive Coaching es también disponible. Esther trabaja con Líderes Visionarios que desean dejar un legado con impacto social que haga historia! Para conocer más puede visitar su perfil en http://www.linkedin.com/in/esthercoroneldeiberkleid

O agendar una sesión a: naprevec4@gmail.com
... And finally ...

This edition of the magazine would not be complete unless we shared with you the list of the Top 11 Leadership experts, so here they are, and here’s a summary of their key achievements.

John C. Maxwell is an internationally recognized leadership expert, speaker, and author who has sold over 13 million books. His organizations have trained more than 2 million leaders worldwide. Each year he speaks to Fortune 500 companies, international government leaders, and organizations as diverse as the United States Military Academy at West Point and the National Football League. A New York Times, Wall Street Journal, and Business Week best-selling author, Maxwell was one of 25 authors and artists named to Amazon.com’s 10th Anniversary Hall of Fame. Three of his books, The 21 Irrefutable Laws of Leadership, Developing the Leader Within You, and The 21 Indispensable Qualities of a Leader.

Dr. Stephen Covey dedicates his life to teaching principle-centred living and leadership to individuals, families, and organizations. Holder of an MBA from Harvard and a doctorate degree from Brigham Young University, Dr. Covey is author of the international bestseller, The 7 Habits of Highly Effective People, named the #1 Most Influential Business Book of the Twentieth Century, and other best sellers that include First Things First, Principle-Centered Leadership, and The 7 Habits of Highly Effective Families.

Ken Blanchard is a leading authority on the topic of leadership. As the Chief Spiritual Officer of The Ken Blanchard Companies®, he continues to put his mark on the field of leadership. Ken is the Author several books including the Best Selling One Minute Manager Series that has sold Millions of copies around the world.

Ram Charan is a highly acclaimed speaker and advisor. He is the co-author of Execution and the author of What the CEO Wants You to Know and many other books. A noted expert on business strategy, Ram has coached some of the world’s most successful CEOs, and for more than thirty-five years has worked behind the scenes at companies like GE, KLM, Bank of America, DuPont, Novartis, EMC, Dell and Verizon, helping them to develop, shape and implement their strategic direction.

Tim Ferriss is best known for his best-selling book, The 4-Hour Work Week. Tim is an angel investor nominated as one of Fast Company’s ‘Most Innovative Business People of 2007.’ Once called the “Indiana Jones for the digital age,” he speaks six languages and runs a multinational firm from wireless locations worldwide. He speaks internationally about using entrepreneurship as a tool for ideal lifestyle design and world change.

Mark Driscoll is one of the most influential voices in the leadership world today. He is the senior pastor at Mars Hill Church which today draws more than 6,000 people each Sunday in Seattle. His sermons are downloaded more than a million times a year. Driscoll also co-founded and is president of the Acts 29 Church Planting Network having helped launch more than 100 churches in the U.S. and seven countries. Most recently he founded and leads the Resurgence Missional Theology Cooperative, a resource enabling people to effectively reach their community by leading biblically faithful and culturally relevant lives.
Anthony Robbins is the original “coach” who is often credited with pioneering the current genre of success experts. He is a highly sought after speaker and the author of numerous books. He became well known through the use of firewalking in his seminars. He initially studied Neuro-Linguistic Programming, but went on to develop his own methods. He is now considered as the Leader of Leaders and the world’s most recognized success coach.

Rudy Giuliani is the Founder & Chairman of Giuliani Partners, a political activist, and a best-selling author on topic of leadership. He is a former Presidential candidate, US Attorney, and two term Mayor of New York City, and was credited with initiating improvements in the city’s quality of life and with a reduction in crime. Giuliani gained international attention for his leadership, during and after the September 11th, 2001 attacks on the World Trade Center. In 2001, Mr. Giuliani was named Time Magazine’s Person of the Year.

Jack Welch is a business writer of a widely read weekly column The Welch Way, which he writes with his wife, Suzy Welch. This column appears in BusinessWeek magazine and is published by the New York Times syndicate in more than 45 major newspapers around the world, reaching more than 8 million readers. The Welches are also the co-authors of Winning, a #1 Wall Street Journal and international bestseller, and its companion volume, Winning: The Answers. In 2001, he wrote his #1 New York Times and also international best-selling autobiography, Jack - Straight from the Gut.

Robin Sharma is one of the most widely read authors in the world with his blockbusters such as The Greatness Guide (HarperCollins) and The Monk Who Sold His Ferrari (HarperCollins) not only topping bestseller lists but being translated into nearly 50 languages. He is also a trusted advisor to the media on leadership issues and has appeared on CNN, CNBC and NBC.

Mike Myatt is widely regarded as America’s Top CEO Coach, and is a leading expert on the topic of leadership. His most recent book, “Leadership Matters...The CEO Survival Manual” is a ground breaking book on what it takes to reach the C-suite and stay there. Mr. Myatt is also a syndicated columnist and contributing editor on topics of leadership and branding. His theories and practices have been taught at many of the nation’s top business schools, and his work has been noted in several major publications. He is also the author of the N2growth Blog and he is a frequent keynote presenter on the subject of leadership and branding.

I couldn’t resist adding Robin Sharma, hence coming up with the top 11! I hope that you enjoyed this edition of the ICN. The ICN team and I are constantly looking for new authors, insights and perspectives on coaching, so please do make contact with us to discuss your ideas further to editor@international-coaching-news.net. Our next edition is due out in January 2014, so watch this space.

Did you know that the ICN enjoys a readership of over 24,000 people globally? How would you like to have your business or event featured in the magazine? Contact our media team now for further information, laura@international-coaching-news.net. We look forward to working with you.

All the best

Leeann C. Naidoo
iCN, Division Head
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